

SRPMIC

SALT RIVER PIMA-MARICOPA INDIAN COMMUNITY

General Plan

Sustainable SRPMIC...

Planning for Generations



Adopted

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ACKNOWLEDGEMENTS

Community Council

Joni Ramos, President
Leonard Rivers, Vice President
Anthony Collins, Sr.,
Diane Enos
Selena Espinoza
Grinelda Gates
Ricardo Leonard
Lynn Myore
Dixie Padilla

Land Management Board

Emily Chiago
Jacqueline Greyeyes
Samia Hernandez
Janet Johnson
Lena Kontz,
Yolanda Stacey
Ronald White

General Plan Steering Committee

Gene Andreas
Kent Andrews
Vickie Andrews
Christella Armijo
Bruce Arnoldussen
Karl Auerbach
David Bunce
Roberta Carlos
Ron Chiago
Daniel Daggett
Robin Enos
Larry Francis
Robert Goodwin Sr.
Robert Goodwin Jr.
Lance Grey
Stacey Gubser
Toni Harvier
Gardell Johnson

M. John Landis
Cathy Martinez
Phil Matthews
Claire Miller
Cecelia Nash
Crystal Orozco
Dixie Padilla
Bob Ramirez
Russell Ray
Leonard Rivers
Joyce Sammaripa
Donald Santeo
Larry Schurz
Allyson Thomas
Huey Thomas
Barrie Thomas
Michael Washington
Kelly Washington

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PREFACE/OVERVIEW/
VISION AND VALUES/SETTING



PREFACE

Executive Order of President Rutherford B. Hayes established the Salt River Pima-Maricopa Indian Community (SRPMIC) for the Pima and Maricopa people on June 4, 1879. Originally the land area was extensive. The Community size was dramatically reduced when non-Indian settlers objected to the Indians having so much land.

The Community's traditional way of life was changed through the years by politics and lack of water. Despite agreements and court decisions, water was diverted from tribal farms making farming nearly impossible. The Dawes Act of 1910 attempted to replace the centuries old system of family farms and individual allotments of land. These allotments were divided into 10 acres below the Arizona Canal and 20 acres of secondary land above the canal, with the 20-acre parcels having no rights to irrigation water.



To regain some control over its land on June 15, 1940, the SRPMIC adopted the Indian Reorganization Act. Over the next approximately 60 years, it established a sophisticated system of government, launched successful enterprises, and began rebuilding the Community.

The SRPMIC has a long history of conducting and implementing planning efforts. It was discovered that during the early period of the SRPMIC's history various forms of "Community Planning" existed. These ranged from water committees to social functions undertaken by private organizations and religious groups. A more formal approach was evidenced in the meetings held at the old Community Hall on matters dealing with agriculture, law and order, and future use of Community lands.

In the 1950s, the Community initiated a more formal approach to "Community Planning" by utilizing private and public agencies in preparing a direction for growth, economically and physically. With the assistance of a private consultant, the Community Council adopted a General Development Plan in the late 1960s. The 1970 SRPMIC General Development Plan documented the past efforts and provided guidance for future growth around a central theme "Looking Ahead." The 1978 General Development Plan Update included a growth factor by requiring periodic review and allowing for amendments to reflect the changing times and priority of needs. The 1983 General Development Plan Update indicated major changes occurring and focused on the general direction for development of Community lands.

Major Community development changes occurring on SRPMIC between 1983 and 1988 prompted a plan update that was completed in December 1988. Some of these changes included increased number of home sites, water rights settlement, major roadway improvements, major enterprises established, and regional shopping center developed. The 1988 Plan served as a "policy guide and planning tool" to enhance decisions for future development.

GENERAL PLAN OVERVIEW

The Salt River Pima-Maricopa Indian Community (SRPMIC) General Plan presents the desired future Community development, enhancement, and revitalization direction.

The General Plan is the Community's "blue print" for land use and development, as well as conservation and preservation; it serves as the basis for rational decisions regarding the Community's long-term physical development and the protection of the Community's natural and cultural resources. The General Plan expresses the Community's development goals and embodies public policy relative to the distribution of future land uses, both public and private. The goals, policies, and programs of the General Plan are intended to underlie most land use decisions. Preparing, adopting, implementing, and maintaining a General Plan serves to:



- Identify the Community's land use, transportation, environmental, economic, and social goals and policies as they relate to land use and development.
- Provide a basis for decision-making, including decisions on development approvals.
- Provide Community members with opportunities to participate in the planning and decision making processes of the Community.
- Inform Community members, developers, decision makers, and adjacent communities of the ground rules that govern development within the Community.

General plans typically have three defining qualities. *First*, they are general in nature, providing general guidance for the future, particularly regarding growth and development. More precise direction is provided in implementation documents and plans, such as annexations, zoning codes and other ordinances, design regulations, annual budgets, and capital improvements program (see discussion below). *Second*, general plans are comprehensive in scope, addressing a broad range of environmental, social, and economic factors that affect how communities change over time. These factors include land use and circulation, environment and natural resources, economic and fiscal conditions, as well as a host of others. These factors should be addressed in an interrelated and, wherever possible, consistent manner. *Third*, general plans address the long-range future of communities. While they may take immediate concerns into consideration, they focus primarily on the future.

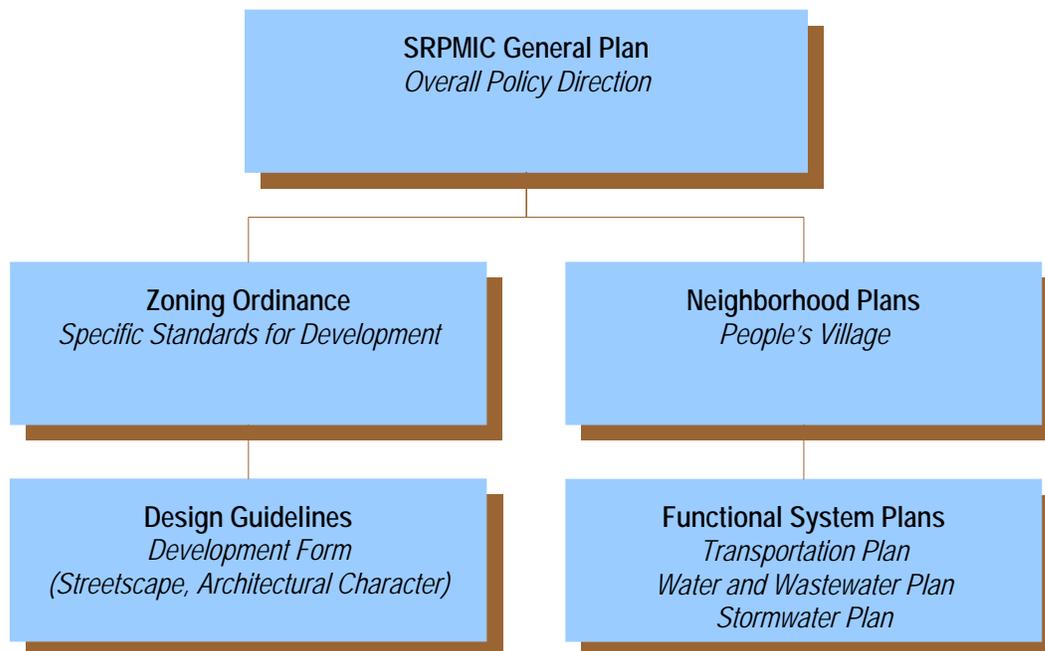
SUSTAINABLE SRPMIC ... PLANNING FOR GENERATIONS

Through the course of preparing the General Plan, the Community focused on the theme of sustainability. There is widespread recognition in the Community that the General Plan must establish a framework of sustainability to ensure that current and future generations can sustain the social, economic, and

environmental health of the Community. This will entail continuous review and evaluation to ensure that the actions taken in implementing this Plan are consistent with this intent, and that the pre-eminent focus of the Plan should always be on the needs of Community members, both now and in the future.

RELATIONSHIP OF THE PLAN TO OTHER COMMUNITY INITIATIVES

The General Plan both informs and is informed by a variety of other Community policies, standards, and programs that address growth and resource preservation. These include initiatives focused directly on planning (e.g., Zoning Ordinance, Design Guidelines, and Neighborhood Plans) and those focused on the functional systems necessary to support development in the Community, particularly infrastructure plans. Generally, these other initiatives address their subject matter in considerably more detail than would be appropriate for the General Plan. As these other policies, standards, and programs are developed and refined, they will take their broad direction from the General Plan, with the intent of establishing consistency among the documents that guide development and resource preservation in the Community. Conversely, as the General Plan is reviewed and updated over time, it will take direction from these more focused processes.



Perhaps the most often confused or questioned among these relationships is the connection between the General Plan and zoning. As stated above, the General Plan is a general policy document that guides community growth and development decisions. The Zoning Ordinance and associated zoning maps, are precise legal instruments that define the permitted land uses and associated performance standards for all property under the Community's jurisdiction. In essence, the General Plan establishes the policy framework upon which the zoning prescriptions are based ... and with which they must be consistent.

PROCESS AND PUBLIC INVOLVEMENT

The development of General Plan included extensive Community involvement over a three-year period. Involvement by Community Members was of the utmost priority. Many different opportunities were provided throughout the process for Community Members to voice their opinions and desires about the future Community direction. The process began with a Community-wide event with a chicken scratch dance and band. Several other events held included Community-wide meetings, individual meetings with key stakeholders and the Land Management Board, District Workshops, Community Council presentations, meetings with the Elder and Disabled Committee, the Youth Council, and junior and senior high school students. In total, the Community sponsored over 40 public meetings during the course of preparing the General Plan.



In addition to these meetings, a community survey was developed in the fall of 2002 and sent to 4,893 community members over 14 years of age. 560 surveys were returned for a response rate of 12.2 percent. Community members were asked to respond to 23 statements. The results of the survey were used to assist in developing General Plan content. Among the highlights of the survey results were the following:

- Pedestrians and bicyclists do not feel safe in the Community
- Mixed opinions about additional commercial development along the Beeline Highway
- Commercial development should be limited to the Pima Freeway Corridor
- "Cut-through" traffic a major concern that must be dealt with
- There are not enough parks and recreation facilities in the Community
- There should be an additional connection between Lehi and the rest of the Community
- Agricultural land should be protected if possible
- More golf courses or resorts are not desired
- A mix of housing needs to be developed to accommodate all Members
- A need for a non-motorized trail system
- Transportation for seniors and the disabled need to be available
- A centrally located "Town Center" should be developed to serve members of the Community
- Open desert areas should be protected from development

Additionally, extensive work was conducted by a Steering Committee composed of Community Members and Community Staff that worked with the consultants hired to develop the General Plan. The Steering Committee met regularly over a three-year timeframe.

COMMUNITY VISION AND VALUES

Through the course of the outreach efforts conducted for the General Plan update, the Community identified a series of recurring themes or core values that exemplify SRPMIC. These themes or values collectively constitute the Vision for the future. The SRPMIC Community Council adopted the following Community Vision (2003) that provides the General Plan's framework:

- *The vision of the Salt River Pima-Maricopa Indian Community is to improve and preserve the quality of life for its peoples. The ongoing commitment will include the promotion and preservation of self-determination and sovereignty, well-planned economic growth leading to financial security, a spiritually, and physically healthy environment and a dedication to education.*
- *This vision includes the preservation of our values and traditions and the passing of our ancestors' wisdom to future generations. While clearly involved in many aspects of the Community, our Elders fulfill an especially important role regarding the preservation of values and traditions.*
- *Finally, this vision includes endless generations of Onk Akimel O'Odham and Xalychidom Pipaash embracing the Salt River Pima-Maricopa Indian Community with dignity and pride.*

These statements serve as the philosophical foundation of this General Plan ("the Plan") and are reflected in the goals, policies, and implementation measures included in the Plan.

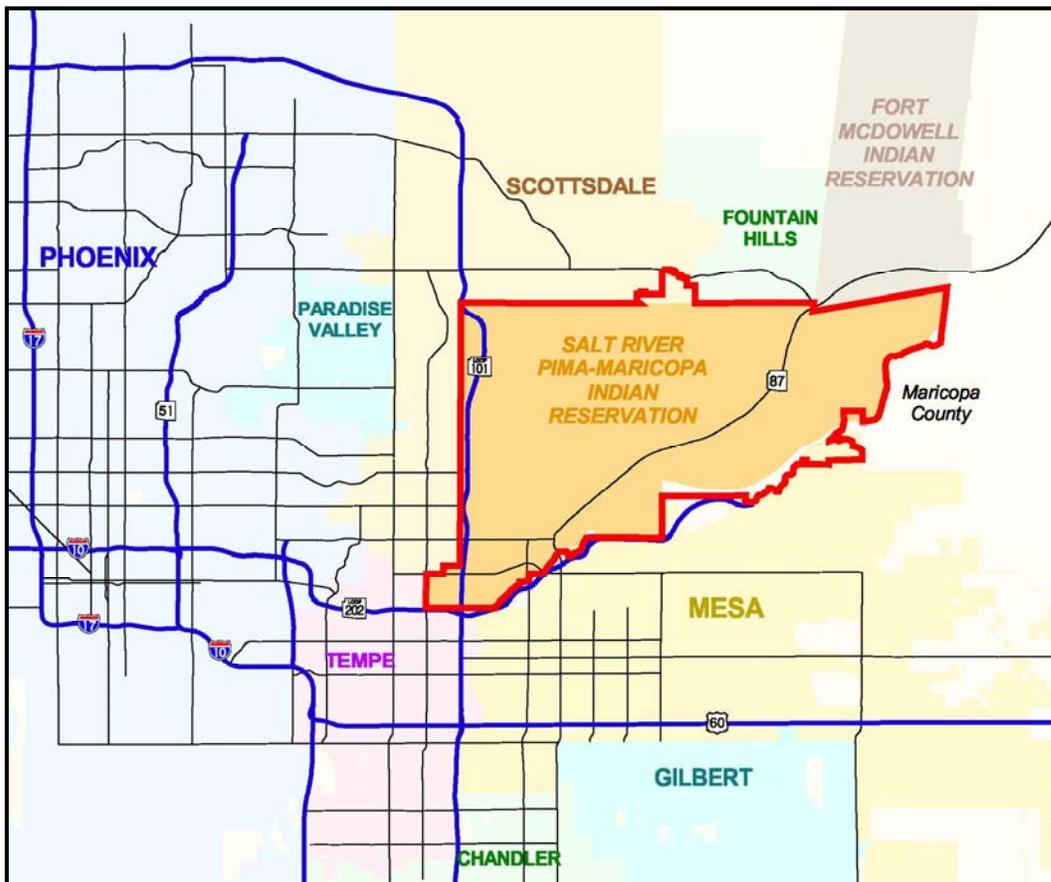
THE COMMUNITY SETTING

The SRPMIC consists of approximately 54,000 acres of land, 81 square miles, lying to the east of the cities of Scottsdale and Phoenix and north of the cities of Mesa and Tempe, as shown in Figure 1. The general configuration of the land includes an area that extends from approximately six to nine miles in a north-south direction and approximately 14 miles in an east-west direction.

The Salt River and Lehi Districts are separated by the Salt River with the Lehi District south of the River, north of McDowell Road to the west of Gilbert Road. The two electoral districts are further divided into seven Council districts. One Council member represents each of these districts except for the Lehi District, which has two Council representatives.

There are very few physical barriers to development in the planning area's western two-thirds. The elevation begins to increase east of Gilbert Road, making development less practical. Furthermore, much of the eastern part of the Community, including the Red Mountain and Saddleback Mountain areas, hold substantial cultural significance, and thus are not considered suitable for development. The eastern extent of the Community is also rich with Sonoran Desert vegetation, including native Saguaro and other cacti and Ironwood trees.

Figure 1: SRPMIC Regional Location





GENERAL PLAN ELEMENTS



GENERAL PLAN ELEMENTS

The balance of this document consists of the General Plan “elements,” which are the Community’s official statements of land use and development policy. These elements are as follows:

1. ***Land Use Element:*** Establishes the framework for orderly physical development and environmental protection.
2. ***Transportation/Circulation Element:*** Provides for a multimodal transportation system for the safe and efficient movement of Community Members and visitors.
3. ***Housing Element:*** Promotes a mix of housing choices for Community Members while enhancing housing opportunities.
4. ***Natural Resources Element:*** Outlines the Community’s policy commitment to use the Community’s natural resources for the long-term well-being of current and future Community Members.
5. ***Preservation Element:*** Provides direction to preserve and maintain the Community’s cherished cultural resources.
6. ***Commercial Development Element:*** Provides guidance for developing and maintaining the Community’s commercial areas, particularly the Pima Corridor.
7. ***Agricultural Development Element:*** Reinforces the Community’s commitment to continued diversification and enhancement of agriculture and agri-business opportunities.
8. ***Infrastructure Development Element:*** Provides direction to ensure that adequate infrastructure is available to support current and future Community Members and enterprises.
9. ***Community Facilities Element:*** Provides direction for providing services and developing Community amenities and facilities that enhance the quality of life for Community Members.
10. ***Economic Development Element:*** Presents strategies to expand the Community’s economy to ensure sustainable development that raises the standard of living for Community Members.
11. ***General Plan Administration:*** Describes how the plan will be administered over time, including such issues as exceptions, amendments, and periodic reporting on the progress of the Plan’s implementation.

Each of these elements includes a series of goals that are related to key topics. Under each goal is a set of policies intended to guide achievement of that goal. At the end of each element are several action/implementation measures that identify the actions necessary to effectively implement the General Plan. The following definitions describe the nature of the statements of goals, policies, and implementation measure as they are used in this document:

- **Goal:** *The ultimate purpose of an effort stated in a way that is general in nature and immeasurable. Goals are numbered with two-digit labels. The first digit corresponds with the element (e.g., Land Use is the first element, so all goals begin with 1.) and the second digit indicates the sequence within each element. Thus, the first goal in the Land Use Element is labeled 1.1.*
- **Policy:** *A specific statement in text or diagram guiding action and implying clear commitment. Policies are nested under each goal and assigned corresponding three digit labels that correspond with their goal and the sequence of policies under that goal. Thus, the first policy under goal 4.1 would be 4.1.1.*
- **Implementation Measure:** *An action, procedure, program, or technique that carries out General Plan policy. Implementation Measures are presented under the goals with which they are most closely associated, but they are numbered sequentially throughout the entire document, with a label that begins with IM. Thus, the 25th implementation measure in the Plan is labeled IM 25.*



1. LAND USE ELEMENT



1. LAND USE ELEMENT

LAND USE PURPOSE STATEMENT



The Land Use Element is the overall set of guiding principles for the SRPMIC General Plan. It is intended to lay the foundation for the orderly physical development and environmental protection of the Community where desired and protect areas where the Community would like to see no development occur. It provides a complementary mix of uses to accommodate residents, public institutions, commerce, and traditional cultural activities.

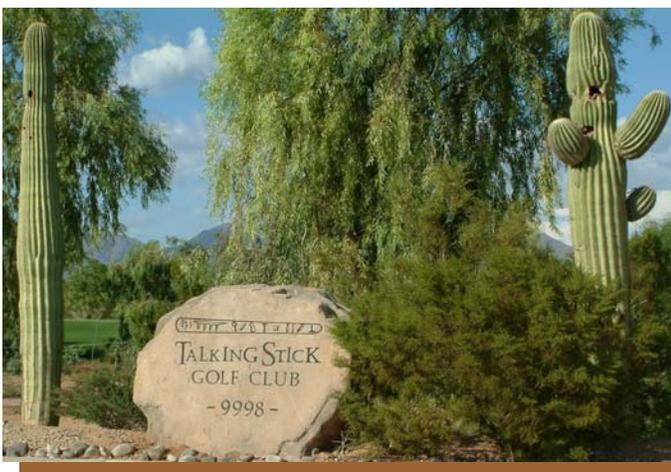
The Land Use Element functions as a guide for Community officials (both elected and appointed), the general public, the development community, and other interested parties as to the ultimate pattern of development. The Land Use Element has the broadest scope of the elements and plays a central role in correlating all land use issues into a set of coherent development policies that relate directly to the other plan elements.

LAND USE ELEMENT OVERVIEW

The surrounding region has experienced tremendous growth reaching over 3 million people. This growth has impacted every community and individual in the Phoenix metropolitan area. The completion of the Loop 101 Freeway on the SRPMIC's western border has created tremendous economic opportunities for the Community and landowners but also brings environmental and social issues. The same can be said for the completion of the Loop 202 on the southern border of the Community adjacent to the Lehi area.

The initiation of casino gaming and the construction of two casinos in the Community, as well as the completion of the Loop 101 Freeway, have brought employment and revenues, but also traffic and social issues, that could not have been anticipated a decade ago. The Talking Stick golf facility provides a world-

class destination for visitors, but it has also contributed to traffic in the area. In addition, continued development in Scottsdale and Fountain Hills has added pressure to develop Community lands, particularly along the Pima Corridor.



Currently, over 90 percent of the over 54,632 acres of land in SRPMIC is classified as either open space (which includes agriculture) or vacant. Commercial and industrial development has been limited to the periphery of the Community, along major transportation corridors. This emphasizes the very rural character of the Community. Table 1-1 shows the breakdown of existing land uses throughout the Community.

Table 1-1: Existing Land Use

Land Code-General	Acres	Percentage
Residential	1,641	3.0%
Commercial	458	0.8%
Industrial	6	>0.1%
Office	22	>0.1%
Public Use	430	0.8%
Transportation, Canal, Utility	819	1.5%
Open Space	45,477	83.2%
Mining & Landfill	1,819	3.3%
Vacant	3,960	7.3%
Total	54,632	100.0%

GOALS AND POLICIES

COMMUNITY PLANNING SYSTEM

Goal 1.1 To improve community planning capabilities and capacity within Community government.

- 1.1.1 Maintain high quality, state-of-the-art information systems within Community government to support planning analysis and decision-making.
- 1.1.2 Coordinate the Community's planning activities among departments that are responsible for planning, improving, and maintaining the Community's infrastructure and facilities.
- 1.1.3 Maintain consistency between the General Plan and the Community's Zoning Ordinance.
- 1.1.4 Maintain a current land use inventory.
- 1.1.5 Promote involvement of Community members in the land use and development decision-making process by ensuring effective use of mechanisms that maximize opportunities for direct participation.
- 1.1.6 Monitor development along the community boundary to ensure that encroachment from adjacent communities does not occur.

ACTIONS/IMPLEMENTATION MEASURES

- IM 1. Update the Community's Zoning Ordinance to ensure consistency with the General Plan.
- IM 2. Enhance the Community Capital Improvements Plan (CIP) to identify needed infrastructure and facilities improvements and potential funding sources and programs and establish an implementation time-line.
- IM 3. Prepare and maintain an up-to-date land use inventory using the Community's GIS.
- IM 4. Continue to survey new land purchases to maintain an up-to-date understanding of the Community boundaries and respond to specific encroachment concerns along the Community boundaries.

RESIDENTIAL DEVELOPMENT

Goal 1.2 To identify land suitable for residential development to accommodate the housing needs of Community members.

- 1.2.1 Designate sufficient land in appropriate locations to accommodate the development of housing to accommodate the needs of Community members, including "life-cycle" opportunities ranging from starter homes, to multi-family housing, to large-lot rural housing, to congregate care facilities for the elderly.

- 1.2.2 Seek opportunities to assemble Community-owned and allotted parcels to accommodate viable subdivision developments to accommodate the housing needs of Community members.
- 1.2.3 Support strategies to provide for land ownership or long-term leases to enable homeowners to obtain financing.
- 1.2.4 Plan for and develop infrastructure in appropriate areas of the Community to promote quality residential development.

ACTIONS/IMPLEMENTATION MEASURES

- IM 5. Develop a strategy for prioritization of purchases of allotted land from willing landowners.

PEOPLE’S VILLAGE

Goal 1.3 To promote the development of People’s Village as a Community-oriented focal point of activity for Community members.

- 1.3.1 Plan for Community involvement and input for the People’s Village areas throughout the planning and design process.
- 1.3.2 Encourage assembly of land within the People’s Village.
- 1.3.3 Support the development of local services in the People’s Village, with an emphasis on opportunities for exchange of goods and services among Community members.
- 1.3.4 Encourage the development of multi-modal connections within the People’s Village, including sidewalks and pathways to provide access to and from trails for non-motorized transportation.
- 1.3.5 Support the efficient provision of utilities and other services within the People’s Village.

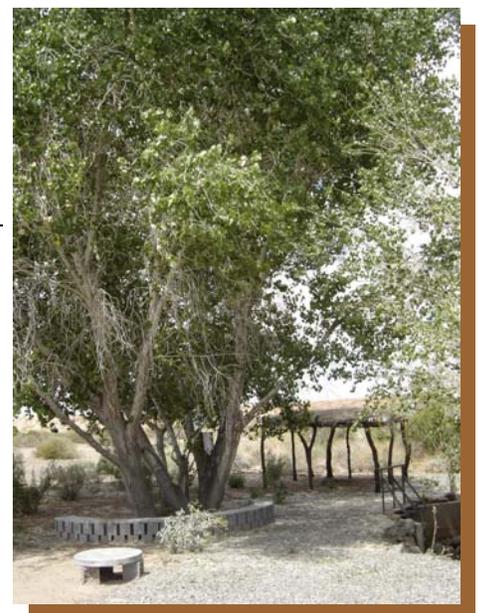
ACTIONS/IMPLEMENTATION MEASURES

- IM 6. Develop an area plan for People’s Village.

ENVIRONMENTALLY SENSITIVE AREAS

Goal 1.4 To protect environmentally sensitive areas in the Community.

- 1.4.1 Ensure that new development does not damage or compromise the value of environmentally sensitive areas of the Community.
- 1.4.2 Protect open space areas from development.
- 1.4.3 Require sand and gravel operations to leave excavation areas with slopes that can be revegetated.



ACTIONS/IMPLEMENTATION MEASURES

- IM 7. Develop a Master Plan for the Salt River corridor area.
- IM 8. Adopt and maintain preservation regulations to govern land uses in areas designated as preserves and other culturally and environmentally sensitive areas. This should include consideration of appropriate levels of access to the Community's preserve areas.

CULTURALLY SENSITIVE AREAS

Goal 1.5 To protect culturally sensitive areas in the Community.

- 1.5.1 Ensure that new development does not damage or compromise the value of areas of cultural significance in the Community.
- 1.5.2 Engage Community members, as appropriate, when there is potential development near sacred or historic areas in the Community.

LAND USE COMPATIBILITY

Goal 1.6 To avoid or mitigate incompatibility between land uses in the Community.

- 1.6.1 Ensure the use of effective buffering techniques adjacent to the landfill and sand and gravel mining operations to protect adjacent development and open space areas.
- 1.6.2 Ensure that existing residential areas are adequately protected from encroachment by incompatible uses.
- 1.6.3 Ensure that the viability of existing commercial and industrial operations is not compromised by introduction of incompatible uses.
- 1.6.4 Encourage the orderly and efficient placement of homesites at the edge, rather than in the middle, of agricultural fields and in locations with convenient access to utilities and roadways,.

ACTIONS/IMPLEMENTATION MEASURES

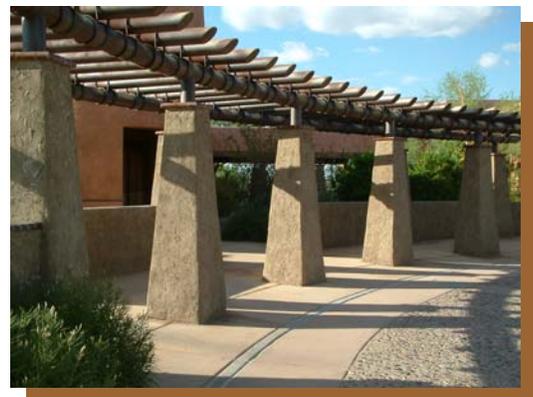
- IM 9. Develop buffering standards for commercial, industrial, and retail developments to ensure compatibility with adjacent development and open space areas.

GENERAL COMMUNITY DESIGN

Goal 1.7 To ensure that the built environment is aesthetically pleasing and compatible with the natural surroundings and Pima-Maricopa cultural values.

- 1.7.1 Maintain development and design guidelines that ensure high quality design in all new and renovated development in the Community.

- 1.7.2 Promote architectural themes and project site design that reflect Pima-Maricopa cultural values and blend the built environment with natural surroundings.
- 1.7.3 Require new development projects to explore solutions that employ natural materials and prohibit designs that channelize watercourses except where extreme threats to public safety would exist if the watercourse were not channelized.
- 1.7.4 Require all new development to employ design strategies to reduce heat and glare impacts.
- 1.7.5 Require that all development proposals depict an arrangement of and massing of buildings and/or arrangement of lots to minimize impacts on views from adjacent properties and streets and from properties and streets internal to the proposed project while providing privacy for residents.
- 1.7.6 Require that all development proposals employ design strategies that minimize changes to existing topography and the disturbance of existing vegetation.
- 1.7.7 Require that buildings be designed with recognition that all sides of the buildings, including the roofs, may affect their surroundings.
- 1.7.8 In order to maximize integration of the built environment with the natural environment and to minimize distractions of the built environment, require all new development proposals to incorporate means of reducing the apparent size and bulk of buildings.
- 1.7.9 Require that all landscape improvements adhere to the following general guidelines:
 - Maintain a predominantly natural Sonoran Desert image and conserving water resources;
 - Preserve, restore, and enhance the ecological and scenic qualities of the natural landscape;
 - Mitigate negative visual impacts of buildings and parking lots;
 - Add aesthetic charm, interest and character; and
 - Improve the functional use of a site.
- 1.7.10 Require that all new development proposals consider existing landscaping within 400 feet of the project site to provide and maintain landscape continuity within the Community.



ACTIONS/IMPLEMENTATION MEASURES

- IM 10. Update the Community's Development and Design Guidelines and design review procedures.
- IM 11. Prepare informational material that describes the Community's culturally-based design expectations to prospective developers.

INDUSTRIAL DEVELOPMENT DESIGN

Goal 1.8 To encourage human-scale design elements in industrial and large-scale commercial developments.

1.8.1 Promote development projects that minimize the perceived size and scale of large projects through building massing and organization; color and material variation; and landscaping.

1.8.2 Encourage the integration of small-scale, pedestrian-oriented commercial services into industrial areas.



1.8.3 Encourage industrial and large-scale commercial developments to employ site design techniques that minimize the perceived dominance of surface parking areas.

1.8.4 Encourage site design, internal street layout, and connections to adjacent areas that accommodate the needs of motorists, pedestrians, bicyclists, transit users, and commercial freight services.

1.8.5 Require new industrial and large-scale commercial projects to incorporate design features that respect the scale of existing adjacent buildings.

ENVIRONMENTALLY SENSITIVE DESIGN

Goal 1.9 To achieve environmental stewardship in the design and construction of all public and private projects.

1.9.1 Incorporate the principles of Green Building to create environmentally responsible, profitable, and healthy places to live and work. This should include the following:

- Sustainable sites (brownfields, site disturbance, stormwater management)
- Water efficiency (efficient landscaping, use reduction)
- Energy and atmosphere (energy performance, renewable energy, green power)
- Materials and resources (building reuse, recyclable materials, local materials)
- Indoor environmental quality (low-emitting materials, daylight and views)
- Innovation and design process (creative approach, key challenges resolved)
- Minimization of the “heat island” effect

1.9.2 Actively support the achievement of the LEED (Leadership in Energy and Environmental Design) Green Building Rating System or an equivalent system to develop high performance, sustainable buildings and homes.



LEED.

Build green. Everyone profits.

- 1.9.3 Promote site planning and architectural design that reduces heating and cooling demands, provides more comfortable indoor and outdoor living spaces, and avoids blocking or reflecting sun on adjacent public spaces or buildings.
- 1.9.4 Ensure that new development provides adequate lighting levels to meet the safety and security needs of the Community.
- 1.9.5 Encourage lighting design that minimizes light pollution and maintains visibility of stars at night.

ACTIONS/IMPLEMENTATION MEASURES

- IM 12. Establish a Green Building Program within the Community government to provide guidance to the development community concerning sustainable design.
- IM 13. Prepare and adopt lighting standards that address safety, security, and light pollution, including “dark sky” provisions for appropriate areas of the Community.
- IM 14. Organize and manage a Community-based group to initiate and monitor sustainability programs and regulations and to assist in educating Community members concerning such programs and regulations.

LAND USE MAP

The Land Use Map for the General Plan depicts the proposed general uses of land within the SRPMIC. It functions as official Community policy on the allocation and distribution of different land uses. The pattern of land uses is shown on the Land Use Map by means of various land use designations, each of which denotes specific types of land use. The boundary lines between land use designations are shown as precisely as possible, and generally follow property lines and/or roads. The Community's Zoning Map implements the General Plan land use designations by ordinance at a much more detailed, parcel-specific level and reflects existing development entitlements.

LAND USE DESIGNATIONS

The Land Use Map of this General Plan uses twelve land use designations to depict the types of land uses that are allowed. Following are brief descriptions of the intent of each of the land use designations appearing on the Land Use Map.

The Land Use Map (Figure 1-1) designates land within the Community according to the use designations summarized in Table 1-2.

Land Use Designation	Permitted Uses	Development Standards	Acres	% of Total
Agricultural / Low Density Residential	This designation is intended to accommodate agricultural uses and the lowest density residential development.	Up to 3.0 du/ac	12,857	23.6%
Medium Density Residential	Intended for a range of residential uses, including single-family homes, town homes, condominiums, or apartments.	Up to 8.0 du/ac	1,519	2.8%
High Density Residential	Intended for multi-family units such as town homes, condominiums, or apartments.	Up to 12.0 du/ac	35	0.1%
Mixed Use Commercial	An area that will have a mix of uses to include office, commercial, medical, hotel/resort, casinos, restaurants, entertainment, warehousing, and light industrial,	FAR 0.25 to 0.45	4,562	8.4%
Neighborhood Commercial	Consists of small commercial operations including convenience stores, gas stations, fast food restaurants, and small shops. Neighborhood Commercial centers typically range from 10 to 20 acres.	FAR 0.25	136	0.2%
Industrial	Intensive business uses such as mining, construction yards, heavy manufacturing, and landfill operations that involve noise, light, heavy truck traffic, and potential three-shift activities.	FAR 0.05	0	0.0%
Public	Areas containing public, governmental, or quasi-governmental uses including schools and other educational facilities.		732	1.3%
Natural Resource	Important Community land resources that may be in current use for other purposes but eventually desired to be returned to their natural state.		3,031	5.6%
Open Space	Areas in the Community where no building or development should occur.		20,119	36.9%
Preserve	Sacred and/or environmentally sensitive areas that are to be protected from human incursion.		10,891	20.0%
Recreation	Areas that contain recreation sites such as golf courses and parks.		670	1.2%
Total			54,553	100.0%

PEOPLE'S VILLAGE

Perhaps the most central theme of this General Plan is the desire of the Community to enhance its wellbeing while preserving and maintaining the cultural values that unify the Community's members. To this end, the Land Use Map identifies an area called "People's Village." As stated in Goal 1.3 on page 12 of this Plan, the People's Village is intended to be a Community-oriented focal point of activity for Community members. The Village already includes a mixture of residential and Community uses, including the educational complex. In the future, commercial businesses operated by Community members and geared toward the needs of Community members will be added, along with additional housing opportunities and public facilities and services, including new recreational facilities. The commercial development opportunities in People's Village will complement other opportunities for Community member-owned businesses elsewhere in the community.



PIMA CORRIDOR

In April 2006, the Community Council approved the parameters of the Pima Corridor. This approval followed-up on the December 2005 election that changed maximum permitted floor-area ratio (FAR) to 0.45 and increased the maximum height of buildings in the Pima Corridor to 80 feet (6 stories), without a variance. The election did not define the "Pima Corridor" area, so the Community Council clarified the issue through its April 2006 action. The Community hosted four Community meetings in Lehi and Salt River so that Council could hear Community member opinions about the proposed areas of the Pima Corridor. The Council also considered comments that were made at the General Planning Meetings over a two-year period and District meeting presentations.

The Pima Corridor is basically the land west of the 101 Freeway, starting at the Southern Gateway of the Community at McKellips and extending northward to the Northern Gateway to the Community boundary. Included in the Northern Gateway are 60 acres of land surrounding the Casino. This 60-acre area is the only area east of the 101 Freeway that was included in the Pima Corridor.

Within the Pima Corridor are three areas defined as "gateways" to the Corridor. These gateways were defined as part of Generation 7, a strategic planning and visioning process sponsored by Devco, the Community's commercial development and management enterprise. Following are Devco's visions for future development in the gateways.

Northern Gateway

Capitalizing on its location adjacent to the affluent North Scottsdale corridor, the Northern Gateway enterprise Zone provides an attractive, cost-effective alternative for high-end office/retail and other businesses looking for a premiere address.

Health Services and Medical Zone: Projected to emerge as a haven for healing and a place for the science of tomorrow, this zone is planned to attract

biomedical research companies and institutions that are doing outstanding research in 23rd century technology to inspire our imagination and expand our knowledge for the advancement of humankind.

Targeted industries in the advanced life sciences include those firms utilizing bio-technical advances in a responsible way to develop healthier and more well-balanced lives including innovative pharmaceutical companies, laboratories conducting genomics and other medical advancements, and makers of leading edge medical equipment.

Entertainment Zone: This zone is planned as an entertainment and recreation destination for visitors worldwide. Here, imagination is projected into new dimensions and reality suspended. In this memory-making environment, visitors are offered many experiences, including a look into Native American culture which honors the past, explores the present, and dreams far into the future.

Central Gateway

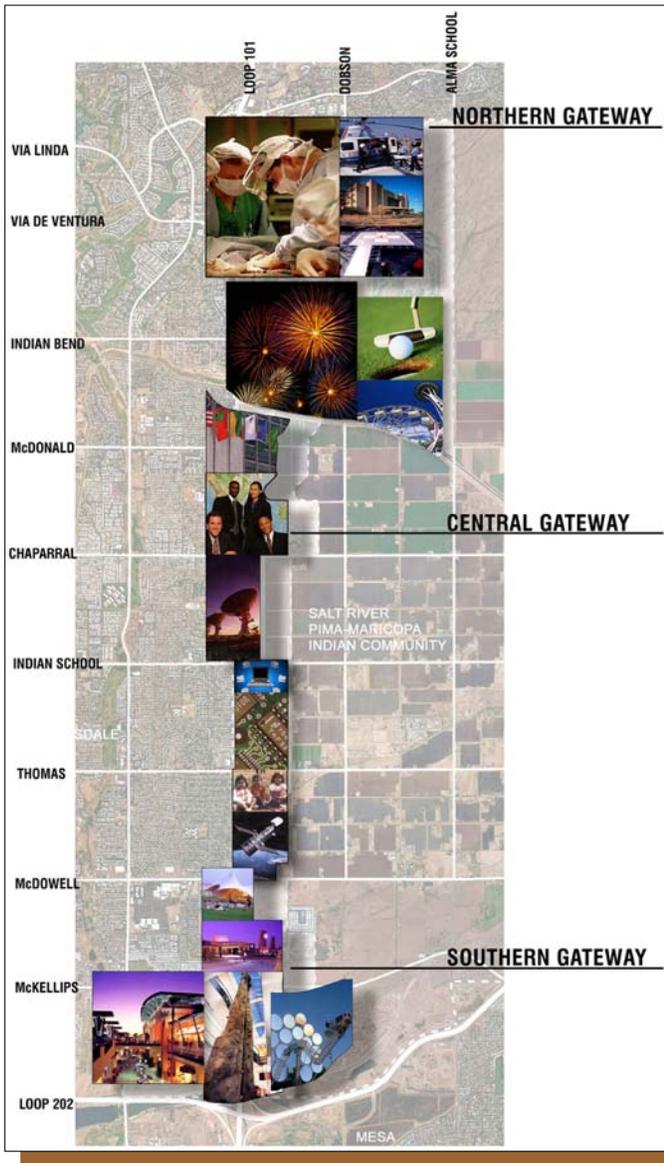
Commerce & International Trade Zone: Building on the existing professional campus for business and industry, Chaparral Business Center, this zone is attracting leaders in telecommunications systems. By leveraging its presence and the relationships inherent in the Canadian-U.S.- Mexico alliance, this zone is well-positioned to nurture international business relationships in these enterprises, international broadcasting, and global trade.

Technology Zone: Designed to attract and support heightened technologies of tomorrow, this zone is targeting industry leaders in research and development in fields that are essential to the growth and development of the new knowledge-based, post-industrial world. An additional advantage for these industries is the area's proximity to the respected research capabilities of Arizona State University,

which assures employers of opportunities for research partnerships and a reservoir of well-trained employees.

Southern Gateway

A Destination Meeting Place and retail attraction, the Southern Gateway enterprise zone provides timely opportunities for business and professionals to capitalize on its superior urban location. Adjacent to the cities of Scottsdale, Tempe and Mesa, the Southern Gateway connects with one of the fastest-growing areas of metropolitan Phoenix, the burgeoning cities of the East Valley.





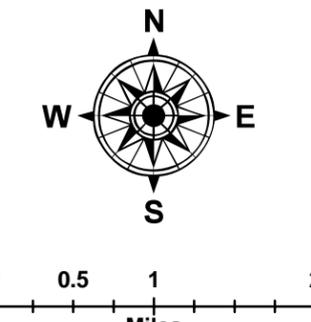
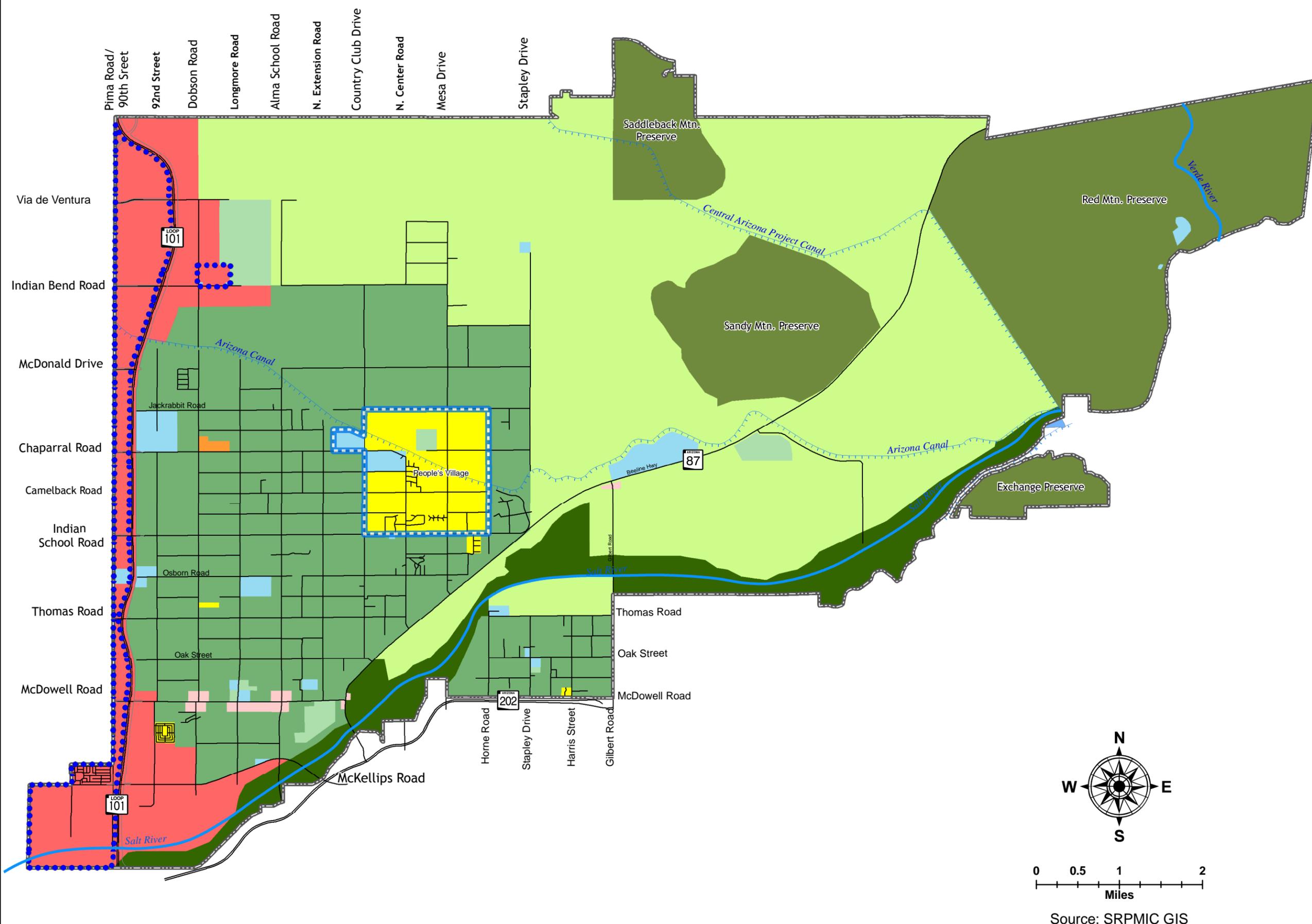
LAND USE MAP

Land Use Designations

- Agriculture / Low Density Res.
- Medium Density Residential
- High Density Residential
- Commercial Neighborhood
- Commercial Mixed Use
- Industrial
- Public
- Natural Resource
- Open Space
- Preserve
- Recreation

Special Area Designations

- Pima Corridor
- People's Village



Source: SRPMIC GIS

FIGURE 1-1

Salt River Pima-Maricopa Indian Community 2006 General Plan

Adopted 12.13.06





2. TRANSPORTATION/CIRCULATION ELEMENT



2. TRANSPORTATION / CIRCULATION ELEMENT

TRANSPORTATION / CIRCULATION PURPOSE STATEMENT

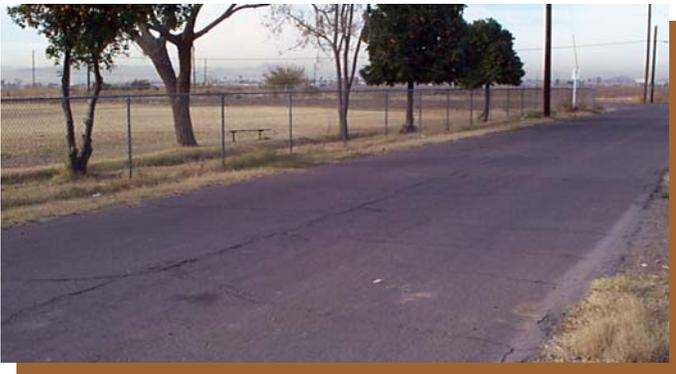
The Circulation Element is intended to provide a multimodal transportation system for the safe and efficient movement of Community Members and visitors and provide a safe and efficient multi-modal system.

TRANSPORTATION / CIRCULATION ELEMENT OVERVIEW

As with the Land Use Element, the policy content of the Circulation Element is conveyed through a combination of mechanisms. The primary mechanism is the Circulation Map (Figure 2-1), which specifies the functional roles of all streets within the Community.

ROADWAYS

The SRPMIC area is served by several regional roadway facilities including SR Loop 101 (Pima Freeway), SR Loop 202 (Red Mountain Freeway), and SR 87 (Beeline Highway). Due to the Community's location within the Phoenix metropolitan area, regional demand is being placed on roadways throughout the Community.



Community and local roadways include paved two-lane facilities and unimproved roads, many of which serve the Community's residents. Roads within the Community are maintained by several agencies including the Community, the Bureau of Indian Affairs (BIA), the Arizona Department of Transportation (ADOT), and Maricopa County (MCDOT).

Roadways are identified by functional classification. The functional classification depends upon two primary purposes: 1) to provide mobility and 2) to provide access to adjacent properties. The greatest mobility is achieved with large volumes of vehicles traveling at high speeds, uninterrupted by traffic control or side friction generated by intersecting streets and driveways, primarily on regional facilities. Community and local roadways provide maximum access on low-speed, low-volume roads with a high number of intersections and driveways.

TRANSIT

The Salt River Pima-Maricopa Indian Community Transit System (SRTS) was established in 1979 to provide transit services to the residents of the SRPMIC. The SRTS has been operating continuously since 1983 and is one of the earliest transit systems in Arizona to receive funding support. The system operates Monday through Friday, from 5:00 a.m. to 5:00 p.m. and provides service 52 weeks a year, except for federal, state, or tribal holidays. Community residents use the SRTS to commute to work at the Tribal Government Complex and to travel to and from nearby communities.

Valley Metro provides service to Scottsdale Community College via Routes 50, 76, and 84. Valley Metro also provides service along Pima Road and 90th Street in the northwestern corner of the Community via Route 81.

White Mountain Passenger Lines provides daily inter-city bus service between Mesa and Payson, traveling through the Community on SR 87. However, no stops exist within the Community. Intercity bus passengers originating from or destined to the Community may connect at the Greyhound Bus Station in Mesa that is within the service boundaries of the Community's local transit system.

BICYCLING AND PEDESTRIANS

A limited number of bicycle and pedestrian facilities exist within the Community. A policy was established as part of the General Development Plan dated December 1988 that identifies pedestrian walkways as part of future street improvements, especially within housing subdivisions and public facility areas.

GOALS AND POLICIES

ROADWAY SYSTEM

Goal 2.1 To maximize roadway safety and mobility for Community residents while enhancing the Community's identity and providing access to the commercial areas.

- 2.1.1 Plan for and maintain a roadway network that links residents to their destinations within and beyond the boundaries of the Community in a safe and efficient manner.
- 2.1.2 Plan for a new roadway connection between Lehi and Salt River to serve the needs of Community residents.
- 2.1.3 Direct regional through-traffic to principal arterials and freeways to promote safety and mobility.
- 2.1.4 Continue to identify appropriate truck routes within the Community and enforce restrictions on commercial truck traffic on other roadways.
- 2.1.5 Discourage regional "cut-through" traffic on all local roadways within the Community via traffic controls and enforcement. This could include appropriate traffic calming devices in residential areas to slow traffic down and discourage cut-through traffic.
- 2.1.6 Enforce speed limits on roadways within the Community.
- 2.1.7 Support acquisition of rights-of-way sufficient to ensure development of a roadway network that provides for the safety and mobility of Community residents.
- 2.1.8 Cooperate with adjacent communities and the Maricopa Association of Governments to ensure safe and secure access to commercial areas in the Community.

ACTIONS/IMPLEMENTATION MEASURES

- IM 15. Study roadway design and traffic control strategies for mitigating cut-through traffic in the Community.
- IM 16. Continue to coordinate with adjacent communities and the Maricopa Association of Governments to ensure safe and efficient roadway linkages and to ensure that SRPMIC benefits from its fair share of regional roadway funding.
- IM 17. Adopt uniform guidelines for the placement of traffic control devices in conjunction with the implementation of the roadway classification and roadway design standards in the Circulation Map and Policies.
- IM 18. Identify methods for traffic calming on a neighborhood basis. This should include an assessment of various techniques, development guidelines, cost sharing, and administrative processes for considering installation of individual devices.
- IM 19. Maintain an inventory of traffic counts for Major Arterial, Minor Arterial, and Collector roadways. This inventory will assist the Community in monitoring the performance of the roadway network, including tracking levels of service (LOS).
- IM 20. Review the current process for acquiring and managing rights-of-way (ROW) to provide direction on securing, utilization, and provision of ROW as needed. Based on this review, develop policies and regulations for effective ROW management.

TRANSIT SERVICES

Goal 2.2 To increase transit options and improve service for Community members and visitors.

- 2.2.1 Continue to operate, and expand as necessary, SRTS, with a focus on providing services to the transit dependent (e.g., elderly, disabled).
- 2.2.2 Work with regional transit providers to coordinate routes and improve connectivity, convenience, and options.
- 2.2.3 Support privately-provided transit services to support the travel needs of employees and visitors, including shuttles connecting activity centers within and adjacent to the Community (e.g., hotels and casinos).

ACTIONS/IMPLEMENTATION MEASURES

- IM 21. Develop a transit master plan for the Community.
- IM 22. Work with the Regional Public Transportation Authority (RPTA) and adjacent jurisdictions to determine the demand for and feasibility of establishing additional transit service.
- IM 23. Work with the casinos to provide transit services to casino employees and patrons.

NON-MOTORIZED TRANSPORTATION

Goal 2.3 To ensure the development of safe facilities to accommodate non-motorized transportation.

- 2.3.1 Encourage non-motorized travel opportunities within the Community, with an emphasis on accommodation of the needs of Community residents and employees.
- 2.3.2 Require the installation of bike lanes where appropriate as part of new road construction projects.
- 2.3.3 Where pavement width allows, designate bike lanes through striping.
- 2.3.4 Improve roadway shoulders to accommodate pedestrians and bicyclists where roadway width does not allow designated lanes.
- 2.3.5 Encourage establishment and maintenance of equestrian trails within the Community.

ACTIONS/IMPLEMENTATION MEASURES

- IM 24. Create a trails master plan to connect activity areas for pedestrians, bicyclists, and equestrians within the Community.

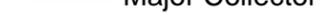
CIRCULATION PLAN AND STANDARDS

Figure 2-1 (Circulation Plan) depicts six typical roadway classifications: Freeway, Principal Arterial, Minor Arterial, Major Collector, Minor Collector and Local. Each of these classifications is associated with a variety of functional and physical characteristics. Table 2-1 outlines the basic character of each classification.

Classification	BIA Classification	Function	Design Character
Freeway	-	Statewide travel	▪ High speed, complete access control
Principal Arterial	Class 2	Statewide, regional traffic	▪ 4 to 6 lanes
Minor Arterial	Class 2	Links cities	▪ 110 ft ROW, 2 to 4 lanes
Major Collector	Class 2 or Class 4	Connections to arterials	▪ 110 ft ROW, 2 lanes
Minor Collectors	Class 4	Collects local traffic	▪ 80 ft ROW, 2 lanes
Local	Class 3	Access to local land uses	▪ 50 ft ROW, 2 lanes

CIRCULATION PLAN

Street Classification

-  Freeway
-  Principal Arterial
-  Minor Arterial
-  Major Collector
-  Minor Collector
-  Local
-  Trails

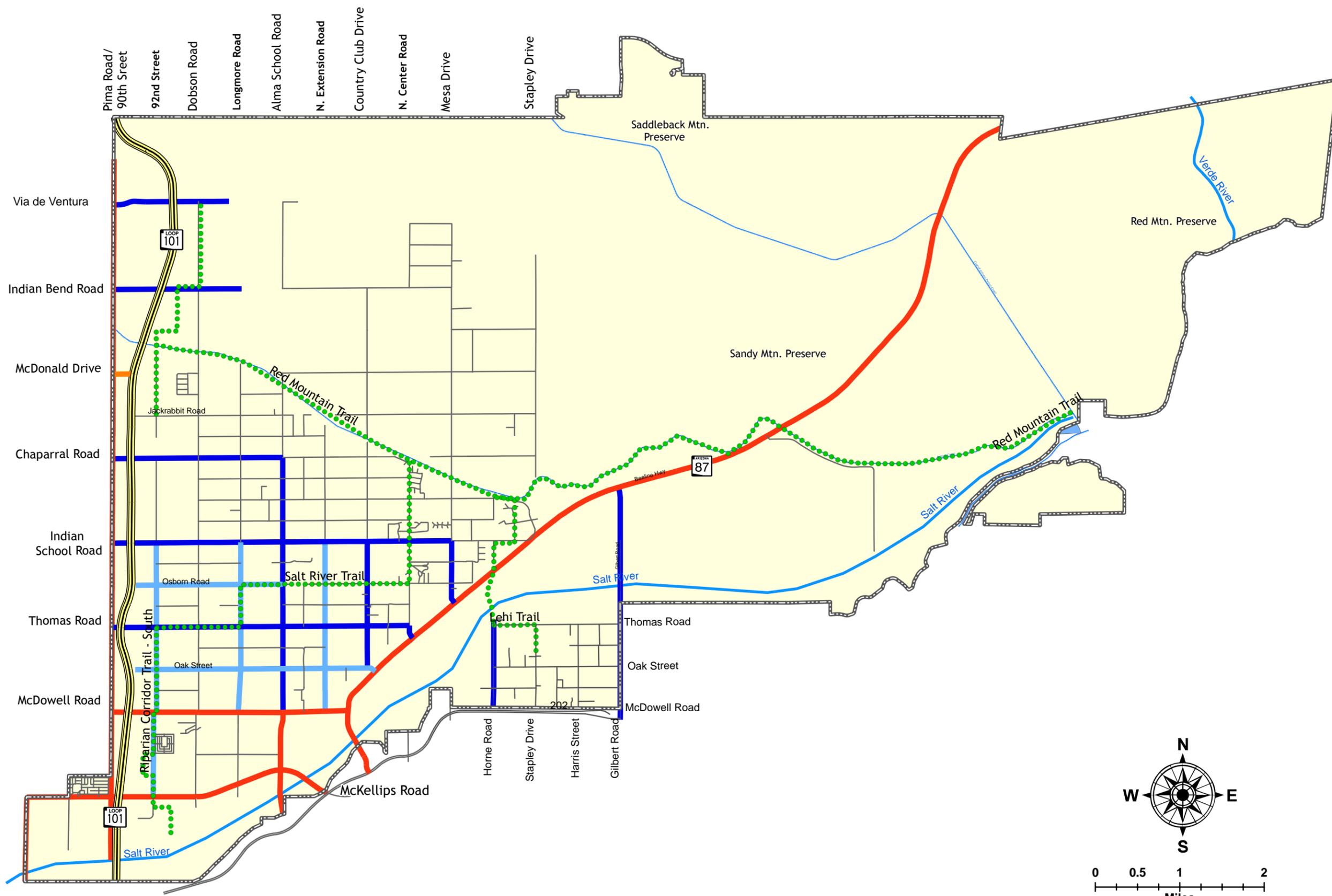
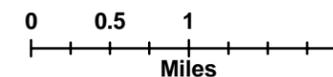
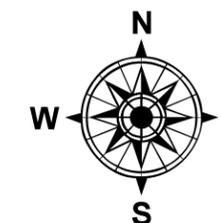


FIGURE 2-1

Salt River Pima-Maricopa
Indian Community

2006 General Plan

Adopted 12.13.06



Source: SRPMIC GIS





3. HOUSING ELEMENT



3. HOUSING ELEMENT

HOUSING PURPOSE STATEMENT

The Housing Element is targeted at ensuring that Community members have access to a full range of housing opportunities.

HOUSING ELEMENT OVERVIEW

SRPMIC has a very high housing vacancy rate, nearly 23 percent, as compared to the county, state, and the Gila River Indian Community (GRIC). This high vacancy rate is more often seen in communities with a high percentage of second or vacation homes. However, of those occupied there is a high level of home ownership.

Housing demographics in the SRPMIC also diverge from those of the state and county in the fact that rental unit household size is on average much greater than owner-occupied units. Rental units in the county and state tend to have smaller household sizes than owner-occupied units, as shown in Table 3-1.

	SRPMIC	GRIC	Maricopa County	Arizona
Occupied Housing Units	77.6%	92.6%	90.6%	86.9%
Owner-occupied Housing Units	80.4%	64.3%	67.5%	68.0%
Renter-occupied Housing Units	19.6%	35.7%	32.5%	32.0%
Average Household Size of Owner-occupied Units	3.04	3.93	2.74	2.69
Average Household Size of Renter-occupied Units	4.09	4.16	2.54	2.53

Source: 2000 US Census

A housing needs assessment was completed in 2002 that evaluated the condition of housing in the Community and also compiled information through a survey. A total of 1,428 units were evaluated with 26 percent of the units being trailers and only 25 apartments identified in the Community.



The assessment revealed that 22 percent of the units are in need of major repairs or are not feasible to repair with 47 percent of the trailers in this condition. Property maintenance was also a concern as 50 percent of all the residences in the Community were categorized as having major neglect.

Home values are much lower than the surrounding areas. The median value of housing units in the Community is \$58,000 while this figure is over \$129,000 in Maricopa County.

Members of the SRPMIC change residences much less frequently than overall populations within the state or county signaling less residential mobility, as shown in Table 3-2. Nearly two-thirds of residents lived in the same home over the past decade while less than half of county and state residents stayed in the same home. Only about one in 20 residents of SRPMIC moved from a different state, less than one-third of the interstate mobility rate of the state and county.

	SRPMIC	GRIC	Maricopa County	Arizona
Same House in 1995	63.2%	60.8%	41.6%	44.3%
Different House in the US in 1995	34.8%	38.0%	53.8%	51.9%
Different House in US Same County	27.6%	28.4%	34.1%	30.6%
Different House in US Different County	7.3%	9.6%	19.7%	21.2%
Different House Same State	2.2%	8.7%	2.4%	4.5%
Different State	5.1%	.9%	17.4%	16.8%

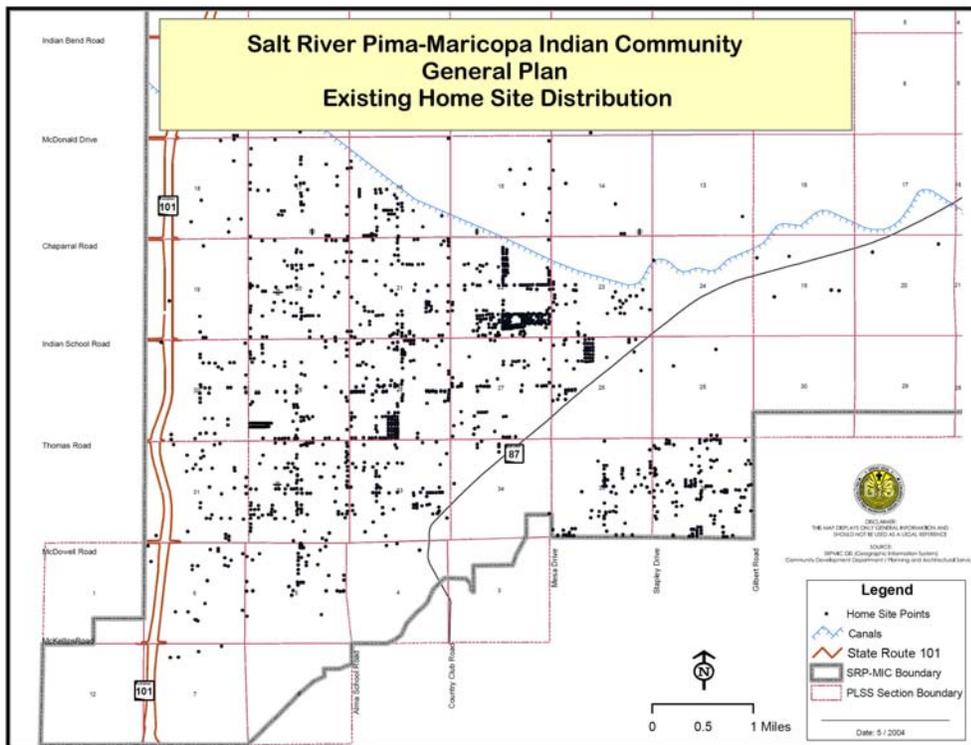
Source: 2000 US Census

HOUSING PROJECTIONS

The Community is likely to see development of low- to medium-density homes/townhomes/apartments, both within the People's Village and at a multifamily site at Dobson and Chaparral. On average, 20 families per year purchase mobile homes and put them in the Community, while 25-30 stick/block homes built are built annually. Some of the built houses are replacement homes for older mobilehomes. Every three to four years, the Housing Division builds a subdivision of about 40 to 60 homes. It is anticipated that 100 to 150 apartments to be built within five years with another phase of 100 apartments within ten years. In addition, there are scattered home sites in both the Salt River and Lehi areas, where typically 20-30 homes are being built per year. Figure 3-1 shows the current distribution of home sites throughout the Community.



Figure 3-1: Home Site Distribution



GOALS AND POLICIES

NEW HOUSING

Goal 3.1 To promote new housing opportunities for Community members.

- 3.1.1 Support the development of strategies for financing new housing.
- 3.1.2 Work with Community members to consolidate parcels and address land ownership issues that make new residential development difficult.
- 3.1.3 Review and improve the homesite withdrawal process to encourage increased home building.

ACTIONS/IMPLEMENTATION MEASURES

- IM 25. Develop strategies to address residential development obstacles associated with fractionalized land ownership in the Community.
- IM 26. Encourage the development of neighborhood plans for allotments that will allow for an efficient and safe development pattern
- IM 27. Develop an education program and public service announcement to help homebuyers purchase safe and well-conditioned homes, particularly mobilehomes.

HOUSING REHABILITATION AND PRESERVATION

Goal 3.2 To rehabilitate and/or preserve the Community's existing housing stock.

- 3.2.1 Encourage Community members to invest in rehabilitation of substandard properties.
- 3.2.2 Enhance code enforcement activities to ensure mobilehomes and other residential properties are up to standards.
- 3.2.3 Promote sound housing investments on the part of Community members.

ACTIONS/IMPLEMENTATION MEASURES

- IM 28. Develop a housing rehabilitation and preservation strategy that includes a menu of financing vehicles for housing rehabilitation and home improvements and an incentive program for housing rehabilitation for Community members.
- IM 29. Develop a code enforcement program that identifies properties in need of repair before they are no longer viable for rehabilitation.



4. NATURAL RESOURCES ELEMENT



4. NATURAL RESOURCES ELEMENT

NATURAL RESOURCES PURPOSE STATEMENT

The Natural Resources Element focuses on a variety of descriptive, analytical, and prescriptive issues that are intended to ensure that the Community establishes a framework for protection and preservation of the natural ecosystems.

NATURAL RESOURCES ELEMENT OVERVIEW



The valley basin north of the Salt River comprises the majority of the Community's natural environment. This area is crossed by many ephemeral washes that drain the rolling land and steep hills (Red Mountain, Sawick Mountain) to the northeast. The Verde River crosses the Community at the lower end of the McDowell Basin near its confluence with the Salt River. Generally, vegetation consists of native saguaro and cacti as well as ironwood trees.

The majority of the land in the Community is currently open space, and provides habitat, drainage, scenic views, and ecosystem processes that support recreational, commercial, and traditional cultural uses. The Community maintains active programs to facilitate the regulatory reviews that are required to protect cultural and natural resources.

GOALS AND POLICIES

BALANCED USES

Goal 4.1 To balance land uses and recreation activities with the continued integrity of ecological processes.

- 4.1.1 Protect scenic and recreation areas within the Community.
- 4.1.2 Enforce appropriate levels of access to the Community's environmentally and culturally sensitive areas.
- 4.1.3 Maintain an open space network to preserve native vegetation and provide contiguous wildlife corridors.
- 4.1.4 Revegetate disturbed areas with indigenous plant species.
- 4.1.5 Integrate developed area landscaping with open space areas.

ACTIONS/IMPLEMENTATION MEASURES

- IM 30. Develop an Integrated Resource Management Plan.
- IM 31. Identify the resources and coordination necessary for the Rangers' program to include enforcement in environmentally and culturally sensitive lands.

RESOURCE EXTRACTION

Goal 4.2 To support the continued viability of sand and gravel operations in appropriate locations within the Community.

- 4.2.1 Maintain the long-term viability of resource extraction activities while mitigating the effects of those activities on habitats and other components of the ecosystem.
- 4.2.2 Support efforts to restore mineral extraction sites to their natural state following cessation of mining activities.

ACTIONS/IMPLEMENTATION MEASURES

- IM 32. Coordinate with sand and gravel mining interests to restore degraded ecosystems within the Salt River.
- IM 33. Require reclamation plans for all natural resource extraction sites.
- IM 34. Investigate opportunities to secure a master lease on all sand and gravel excavation and production sites in the Community.

WATER RESOURCES

Goal 4.3 To protect the Community's water resources.

- 4.3.1 Protect surface water, groundwater, and wellheads.
- 4.3.2 Require strict compliance with pesticide use applications procedures and ordinances.
- 4.3.3 Improve stormwater management.
- 4.3.4 Maintain natural drainageways for potential water recharge areas, whenever feasible.
- 4.3.5 Preserve the biological integrity and prevent any further degradation of the Verde River ecosystem.



ACTIONS/IMPLEMENTATION MEASURES

- IM 35. Identify recharge areas and limit the type of development in those areas.
- IM 36. Identify priority areas along the Verde River for restoration.
- IM 37. Manage recreation and traditional uses that might affect the Verde River ecosystem through an adaptive management approach.
- IM 38. Develop a wellhead protection program.
- IM 39. Provide for annual sampling of river water to measure contaminants and report results to the Community.

RANGE MANAGEMENT

Goal 4.4 To provide sustainable range management.

4.4.1 Sustain the viability of the Community's range areas for wild horses, cattle, and sheep.



4.4.2 Protect forage and native plants in range areas through noxious weed management.

WILDLIFE PRESERVATION AND PROTECTION

Goal 4.5 To protect and preserve the Community's wildlife habitat areas.

4.5.1 Where feasible, restore wildlife communities to their historical levels.

4.5.2 Encourage the use of native plants in landscaping.

4.5.3 Ensure continued protection of the Community's wildlife.

ACTIONS/IMPLEMENTATION MEASURES

IM 40. Incorporate indigenous plant lists into the Community's Development and Design Guidelines.

SOLID WASTE

Goal 4.6 To reduce solid waste to maximize use of existing solid waste facilities in the Community.

4.6.1 Promote recycling in Tribal government operations and enterprises and encourage Community residents to recycle.

4.6.2 Work towards eliminating illegal dumping on the Community.

ACTIONS/IMPLEMENTATION MEASURES

IM 41. Establish a recycling program for Tribal government and all enterprises.

IM 42. Continue enforcement of the Community's illegal dumping ordinance.

AIR QUALITY

Goal 4.7 To protect air quality through control of industrial emissions, improved land use management, energy conservation, and transportation planning.

4.7.1 Promote walking, bicycling, car-pooling, and public transit as alternatives to the use of the single-occupant automobile.

4.7.2 Increase the use of vehicles using alternative fuels and energy for the provision of Community services.

4.7.3 Participate in regional transportation planning forums.

- 4.7.4 Regulate the burning of refuse within the Community to limit the emission of harmful pollutants.
- 4.7.5 Ensure that industrial operations and other potential stationary sources of air pollutants in the Community adhere to best practices for control of emissions.

ACTIONS/IMPLEMENTATION MEASURES

- IM 43. Develop an ambient air quality regulatory program.
- IM 44. Develop and impose restrictions on burning refuse.



5. PRESERVATION ELEMENT



5. PRESERVATION ELEMENT

PRESERVATION ELEMENT PURPOSE STATEMENT

The Preservation Element provides direction for conserving, maintaining, and enhancing the cultural and historic values of the Community.

PRESERVATION ELEMENT OVERVIEW



The Community is rich in cultural and archaeological resources. The actual number and sensitivity of cultural and archaeological sites throughout the Community is unknown, and specific discoveries often would accompany construction or other surface-disturbing activities.

The Community maintains a program to evaluate archaeological and historic resources in accordance with applicable statutes, and a programmatic agreement is in place with the State Historic Preservation Office to protect resources within the Pima Freeway (State Route 101) corridor pursuant to the National Historic Preservation Act.

The Community places primary importance on the protection of its cultural resources, as expressed in Chapter 17 of the Community's *Development, Real Property and Housing Code*.

The Salt River Pima-Maricopa Indian Community Council, recognizing the profound impact of population growth, high-density urbanization, industrial expansion, resource exploitation, and the critical importance of maintaining the Salt River Pima-Maricopa Indian Community as a community of Indian people dedicated to the preservation of Indian cultural and the economic, educational and cultural advancement of this community of Indian people declares that it is the continuing policy of the Salt River Pima-Maricopa Indian Community to use all practicable means and measures, in a manner calculated to foster and promote the general welfare to create and maintain conditions under which the Indian people of this Community can exist in productive harmony, and fulfill the social, cultural, economic and other requirements of their present and future generation.

The following goals, policies, and implementation measures are intended to follow-through on this commitment.

GOALS AND POLICIES

HISTORIC AND ARCHAEOLOGICAL RESOURCES

Goal 5.1 To balance land development with protection of historic properties and archaeological sites.

5.1.1 Identify, evaluate, preserve, and protect significant historic properties and archaeological sites within the Community.

- 5.1.2 Ensure all construction projects are in compliance with federal and tribal preservation law and policy.
- 5.1.3 Require environmental, archaeological, and cultural review and clearance for all development projects.
- 5.1.4 Avoid or mitigate impacts to historic properties or archaeological sites when development occurs.
- 5.1.5 Preserve and promote the historic character and archaeological significance of the Community.
- 5.1.6 Require anyone involved in ground-disturbing activities within the Community to be trained in the cultural values of the Community.
- 5.1.7 Seek additional funding sources for historic preservation.



ACTIONS/IMPLEMENTATION MEASURES

- IM 45. Update the Community's Antiquities Ordinance.
- IM 46. Identify and maintain a limited-access inventory of all historic properties and archaeological sites within the Community.
- IM 47. Establish Community-based criteria for identification of historic buildings, structures, districts, and sites.
- IM 48. Assess and evaluate historic buildings, structures, districts, and archaeological sites to determine their eligibility for inclusion on the National Register for Historic Places.
- IM 49. Review all construction proposals to assess the potential impact on historic properties and archaeological sites
- IM 50. Include cultural awareness training in all pre-construction meetings.
- IM 51. Advise the Community Council on all matters relating to historic properties and/or archaeological sites.
- IM 52. Develop a restoration program for historic structures and include projects in the Community Capital Improvements Plan.

CULTURAL USE

Goal 5.2 To preserve unique cultural areas for continued and future use by cultural and traditional practitioners.

- 5.2.1 Promote the identification of areas that are suitable venues for traditional and cultural events and activities.
- 5.2.2 Establish a multi-disciplinary approach to protecting sites by coordinating preservation efforts within Community and Economic Development Department, or other departments as appropriate.

- 5.2.3 Protect viewsheds to and from significant sites, to the extent practicable.
- 5.2.4 Establish a visitor-oriented cultural complex.





6. COMMERCIAL DEVELOPMENT ELEMENT



6. COMMERCIAL DEVELOPMENT ELEMENT

COMMERCIAL DEVELOPMENT PURPOSE STATEMENT

The Commercial Development Element will provide guidance for developing and maintaining commercial areas in the Community.

COMMERCIAL DEVELOPMENT ELEMENT OVERVIEW

Existing commercial development includes two retail centers, and office development, located along the Loop 101 corridor and a few small retail uses within the western and southern portions of the Community. One of the two commercial centers is known as The Pavilions. This center is approximately 140 acres in size and is located at the intersection of Pima Road and Indian Bend Road, and was the nation's largest commercial development ever built on Indian land at the time (subsequently surpassed by Alter Group and Pima Center leases). Major tenants at The Pavilions include Target, Home Depot, Best Buy, Ross, United Artists, Cost Plus Imports, Miller's Outpost, Circuit City, Old Navy and Toys R Us. The other retail area features a Wal-Mart, located at the intersection of Pima Road and Chaparral Road. Offices have also been developed at this intersection, with additional office development occurring at Pima Road and Via De Ventura. The other small scattered retail are typically less than ten acres in size.



Scattered along McDowell Road there are various commercial uses including retail, service and wholesale or warehousing.

Existing land uses will influence development capability within, and adjacent to, the study area. Patterns of existing land use will influence suitability for proposed development. Infrastructure improvements such as cost for extending water, sewer, and streets, for small allotments could be a development constraint if infrastructure is not properly phased.

GOALS AND POLICIES

COMMERCIAL DEVELOPMENT

- Goal 6.1** To promote sustainable commercial development that provides tax revenues to the Community Government, lease income to landowners, and employment opportunities and goods and services to Community Members.
- 6.1.1 Ensure that commercial development within the Community balances and enhances the cultural, environmental, and economic well-being of the Community.

- 6.1.2 Support the development of "Community Member Commercial" areas such as in People's Village or other appropriate locations.
- 6.1.3 Focus regional commercial developments on the perimeter of the Community to minimize disruption (e.g., traffic, noise) in the interior of the Community.
- 6.1.4 Encourage commercial development within the Community to adhere to principles of sustainability, including consistency with the United States Green Building Council's LEED (Leadership in Energy and Environmental Design) Green Building Rating System or a similar rating system.

COMMERCIAL/MIXED-USE DESIGN

Goal 6.2 To promote human-scale features in commercial and mixed-use development to promote pedestrian activity and comfort.

- 6.2.1 Promote establishment of connecting streets with short blocks in pedestrian-oriented commercial areas that create a pedestrian-scale street environment.
- 6.2.2 Encourage a vibrant ground floor atmosphere through building façade and hardscape treatments that attract and prolong pedestrian interest and comfort on the site. Appropriate features may include: large windows, canopies, signage, arcades, plazas, participatory activities, and outdoor seating.

The following policy content is derived from the 1991 "Commercial Corridor Planning Policies." It has been edited and reformatted to conform to the structure and content of the rest of the elements of this plan.

COMMERCIAL CORRIDOR LAND USE

Goal 6.3 To maintain open space and visual qualities in the Corridor.

- 6.3.1 Establish an easement from right of-way lines along major arterials, promoting these roadways as scenic transportation corridors.
- 6.3.2 Establish visual corridors to Red Mountain from the Pima Freeway and the planning area.
- 6.3.3 Maintain height limitations within visual corridors.
- 6.3.4 Establish line of sight easements along arterial roadways.
- 6.3.5 Cluster development uses, creating large parcels of open space.
- 6.3.6 Require new development projects to provide internal open space features.
- 6.3.7 Washes should be maintained in their natural state whenever possible.

6.3.8 An enhanced landscape easement for recreational use shall be encouraged along the south side of the Arizona Canal and integrated with the drainage way master plan on the north side of the canal.

6.3.9 Disturbed areas such as grading and construction equipment storage areas, shall be revegetated with indigenous plant materials.

ACTIONS/IMPLEMENTATION MEASURES

IM 53. Develop plant salvage requirements.

Goal 6.4 To ensure that new developments are compatible with surrounding uses and the natural, physical, and environmental character of the area.

6.4.1 New development applications shall include an environmental features analysis to assess suitability of the proposed development

6.4.2 Developments shall include appropriate buffer elements to provide transition between uses and protect environmental and natural resources.

6.4.3 Encourage the reduction of development intensity as growth moves away from the commercial corridors, providing a smooth transition of development from urban forms to agricultural lands and the natural desert.

COMMERCIAL CORRIDOR NATURAL RESOURCES

Goal 6.5 To preserve identified unique natural resources in the area.

6.5.1 Identify and preserve areas that have significant natural and cultural resources.

6.5.2 Drainage channels shall be designed so they appear as natural as possible.

6.5.3 Protect air quality through the control of industrial emissions, improved land use management, energy conservation, and transportation planning.

6.5.4 Promote more effective recycling and reuse of resources, especially those that are nonrenewable.

6.5.5 Require reclamation plans for all natural resource extraction sites.

6.5.6 Maintain a balanced basin and conserve groundwater resources through requirements of recharging the underground aquifer with establishments of retention/detention basins to capture runoff water.

COMMERCIAL CORRIDOR ENVIRONMENTAL EDUCATION

- Goal 6.6** Promote disbursement of educational information throughout the Community to expand the knowledge of the surrounding environment and the Community's cultural values.
- 6.6.1 Encourage environmental interpretive areas, with signage, information kiosks, or other permanent information stands, within open space areas.
- 6.6.2 Encourage public art that is sensitive and reflective of the culture.

COMMERCIAL CORRIDOR RESOURCE CONSERVATION

- Goal 6.7** To employ development technology utilizing renewable natural resources.
- 6.7.1 Develop and encourage alternate sources of energy to employ contemporary technology, such as, geothermal, thermal waste and solar.

COMMERCIAL CORRIDOR CIRCULATION

- Goal 6.8** To develop a hierarchy of transportation routes to ensure a community promoting a safe, energy efficient and cost effective system through the provision of alternative methods of transportation.
- 6.8.1 Encourage alternate modes of transportation to help maintain acceptable air quality standards.
- 6.8.2 Where feasible, integrate pedestrian and bike facilities into development within commercial corridors.
- 6.8.3 Roadways across drainage ways shall be built to appropriate Community regulations.
- 6.8.4 Ensure that all development is accessible to emergency vehicles and services.
- 6.8.5 It is preferred that roadway improvements be constructed to be their ultimate design capacity.

COMMERCIAL CORRIDOR RECREATION

- Goal 6.9** To provide a recreational system integrating natural open space, washes, and unique topographic features compatible with protection of these natural resources.
- 6.9.1 Encourage functional open spaces within commercial corridors, including areas designed for active and passive recreation.
- 6.9.2 Open space areas within commercial corridors should provide environmental amenities, visual relief, shade, screening, and buffering.

- 6.9.3 Develop a system of pedestrian, bicycle, riding, and hiking trails linking recreational facilities where possible.
- 6.9.4 Where appropriate, trails and paths shall be connected with existing or proposed Community trails and the open space system.

COMMERCIAL CORRIDOR COMMUNITY DESIGN

Goal 6.10 To protect viewshed corridors of Red Mountain from the Pima Freeway and throughout the community.

- 6.10.1 Development visible from and to the Pima Freeway shall be designed to blend visually with the surrounding natural areas.
- 6.10.2 Development structures shall be sited, built and landscaped to minimize negative visual impacts from and to the Pima Freeway.
- 6.10.3 Development, including infrastructure, shall apply appropriate mitigation techniques, such as desert varnish, grading methods, boulder and rock replacement, in addition to implementing required revegetation mitigation policies.
- 6.10.4 Require screening of mechanical equipment from views at ground level and from the Pima Freeway.



7. AGRICULTURAL DEVELOPMENT ELEMENT



7. AGRICULTURAL DEVELOPMENT ELEMENT



AGRICULTURAL DEVELOPMENT PURPOSE STATEMENT

The Agricultural Development Element will provide strategies to enhance agri-business opportunities and maintain the Community's rural character.

AGRICULTURAL ELEMENT OVERVIEW

About 20 percent of existing land uses are agricultural, which is the most common use besides open space. Abundant flat, irrigated land is available throughout the western half of the Community, and past plans and zoning have supported a strongly agricultural, low-density land use pattern. In addition, agriculture is a strong cultural tradition, and is viewed as a contributor to economic development efforts to provide sustainable revenue and employment within the Community.

GOALS AND POLICIES

AGRICULTURAL LAND USES

Goal 7.1 To maintain and expand the Community's agricultural base.

- 7.1.1 Ensure that rural community character is maintained through balanced land uses and quality development.
- 7.1.2 Consider the effect of land use planning and development on the viability of existing agricultural operations.
- 7.1.3 Encourage reintroduction of agricultural activities on land that is not currently farmed.
- 7.1.4 Determine agribusiness enterprise opportunities as part of an overall economic development strategy (also, see Section 10, Economic Development Element).

ACTIONS/IMPLEMENTATION MEASURES

- IM 54. Inventory all active agricultural lands and current ownership.
- IM 55. Continue to expand the Community Garden initiative.
- IM 56. Contact landowners who have agricultural land not in use to determine the viability of reintroducing agricultural activities.
- IM 57. Determine the availability of additional water resources to support expanded agricultural activities.

SUSTAINABLE AGRICULTURAL PRACTICES

Goal 7.2 To transition to sustainable agricultural practices throughout the Community agricultural areas.

- 7.2.1 Encourage sustainable agricultural practices for all commercial farming activities.
- 7.2.2 Provide a supportive environment for existing farming operations to transition to sustainable agricultural practices.

ACTIONS/IMPLEMENTATION MEASURES

- IM 58. Create alliances with organization such as USDA, the University of Arizona Extension Service, and other organizations to create plans for the transition to sustainable agricultural practices.
- IM 59. Explore crops that better utilize water.

AGRICULTURAL DIVERSIFICATION

Goal 7.3 Create revenues through agricultural diversification.

- 7.3.1 Explore sustainable agricultural programs for the commercially grown crops.

ACTIONS/IMPLEMENTATION MEASURES

- IM 60. Develop an analysis to determine viability of alternative crops and traditional crops.
- IM 61. Develop a Community co-op/farmer's market where Community members and local farmers can sell goods.
- IM 62. Develop a strategic plan to develop agribusiness opportunities and alternative profit centers.



8. INFRASTRUCTURE DEVELOPMENT ELEMENT



8. INFRASTRUCTURE DEVELOPMENT ELEMENT

INFRASTRUCTURE PURPOSE STATEMENT

The purpose of the Infrastructure Development Element is to provide direction for making improvements to the Community's basic infrastructure to improve public health and safety and enhance economic development opportunities.

INFRASTRUCTURE ELEMENT OVERVIEW

The timely expansion of potable water, wastewater, and stormwater protection facilities and services will enable growth to occur in a well-planned manner. The Community is intent on promoting a quality environment for its residents, workers, and visitors and, in doing so, recognizes the need to work with regional partners. The Community also understands the precious commodity of water, practicing sound water management practices.

WATER SUPPLY AND DISTRIBUTION

The water resources mix for the SRPMIC includes surface water, groundwater, and reclaimed water. The mix is evolving as a result of growth, development, and arsenic treatment needs, and the availability of various facilities located within or in close to the Community.

The Community is uniquely situated among the Salt River Valley's major water delivery systems. The Salt and Verde rivers merge within the reservation at the far eastern border of the Community. These rivers form the Salt River, which also forms the southern boundary of the reservation. The Arizona Canal is the major conveyance of Salt River Project water to its northern service area of the Valley.

The Arizona Canal crosses the Community for about eight miles before exiting and making its way toward Tucson. The Community's surface water rights are established in the SRPMIC Water Rights Settlement Agreement. The Community may receive up to 85,820 acre-feet per year of surface water in a normal year.

In 1967, the Community entered into an agreement with the City of Phoenix for the lease of 70 acres of land for the construction of the Verde Water Treatment Plant. In addition to the plant, the City located a well field on the Fort McDowell Reservation and a pipeline connecting the well field with the plant and continuing across the Community to its terminus at 64th Street and Thomas Road. The City provides a lease payment to the Community

and landowners along the length of the pipeline and provides access to 300,000 gallons per day of water to Community facilities. The Community currently does not use this allocation. The Phoenix lease is scheduled to expire in Year 2015.

Groundwater is relied upon almost exclusively for the potable water supply. Ten large wells are in use currently for this purpose. Most of these wells are



1,000 feet deep with water levels located between 300 and 400 feet below ground surface.

WASTEWATER COLLECTION AND TREATMENT

In 1997, the Community entered into an intergovernmental agreement (IGA) with the City of Mesa involving the treatment and recharge of sewer effluent and treated wastewater within the Community. The City of Mesa exchanged about 6.0 million gallons per day (MGD) of treatment capacity at its new Northwest Water Reclamation Plant (NWWRP) for the ability to locate 75 acres of recharge ponds within the Community just north of the hardbank, a flood diversion structure located along the north side of the Salt River, east of the 101 freeway. The Community reserved the right to divert from the discharge point of the NWWRP facility an amount equal to one-fourth of the treated effluent originating from wastewater generated within the Community. This percentage results in a right to 1.5 MGD of treated wastewater or 1,700 acre-feet per year.

In 2004, the Community recorded the delivery of "Imported Water" into the Community. Imported Water is defined as waters that do not originate from within SRPMIC and which are not contracted for by SRPMIC, but are "processed" by third parties within the SRPMIC boundaries. However, the above definition does not mean that these imported waters do no benefit the Community.

The effluent from the NWWRP, which is owned and operated by the City of Mesa, is being discharged into a series of recharge ponds (as described above) where the effluent is allowed to infiltrate into the Salt River sediments. An average of 3,300 acre-feet of water has been recharged annually into these ponds. The groundwater mound that results from this recharge raises the local water table in this area to within 50 to 60 feet below the riverbed.



STORMWATER / DRAINAGE

The Community is located within the Middle Gila Watershed. Due to surface water diversions, ground water pumping, and the limited rainfall received in this area, the majority of the streambeds within this watershed are dry. The one primary receiving water that collects the Community's storm water, it is the Salt River. In order to discharge into the river, SRPMIC's stormwater is collected in a local municipal storm drain system. A Stormwater Management Plan (SWMP) was developed in March 2003 in order to fulfill the requirements for compliance with the National Pollutant Discharge Elimination System (NPDES) Phase II stormwater permit application. A more comprehensive SWMP is currently being prepared.

GOALS AND POLICIES

WATER AND WASTEWATER

Goal 8.1 To properly manage water, wastewater, and reclaimed water within the Community.

- 8.1.1 Manage the Community's water resources to ensure that it can meet long-term needs, including through water conservation practices.
- 8.1.2 Continue to provide uninterrupted, safe water service with acceptable flow, pressure, and quality, through efficient operations and maintenance.
- 8.1.3 Continue to provide constant wastewater service without stoppages or other losses of service with acceptable treatment and disposal through environmentally safe operations.
- 8.1.4 Support the expansion of constructed wetlands for wastewater treatment, with the additional benefits of providing habitat for wildlife and facilitating environmental education.
- 8.1.5 Continue to connect residential subdivisions to sewer system as feasible.

ACTIONS/IMPLEMENTATION MEASURES

- IM 63. Periodically review and update the Community's Water Master Plan.
- IM 64. Periodically review and update the Community's Sewer Master Plan.

DRAINAGE AND STORMWATER MANAGEMENT

Goal 8.2 To capture and convey stormwater drainage in a safe and aesthetic manner.

- 8.2.1 Coordinate with the Flood Control District of Maricopa County to plan and implement stormwater improvements to protect life and property in the Community.
- 8.2.2 Strive to locate and jointly use stormwater detention facilities with programmable park and educational facilities. This should include partnering with the Flood Control District to determine the appropriate location and implementation timing to coordinate with parks and school planning activities.
- 8.2.3 Protect the Community from major flood events in the Salt River corridor.
- 8.2.4 Coordinate flood control activities with mining activities in the Salt River.
- 8.2.5 Support master planning of the Salt River corridor area (to investigate uses of floodplain areas). Require developers to provide runoff detention facilities with the ability to handle the 100-year storm event.

- 8.2.6 If feasible, developers shall provide retention and pretreatment facilities in order to enhance groundwater recharge.

ACTIONS/IMPLEMENTATION MEASURES

- IM 65. Develop Comprehensive Stormwater Master Plan

FACILITY COST AND OPERATIONS

Goal 8.3 To ensure that non-residential development in the Pima Corridor area contributes its fair share to the development of infrastructure necessary to serve the development.

- 8.3.1 New non-residential developments shall pay its fair share of public facility costs

ACTIONS/IMPLEMENTATION MEASURES

- IM 66. Update the Community's development fee structure to ensure infrastructure costs are equitably allocated.



9. COMMUNITY FACILITIES ELEMENT



9. COMMUNITY FACILITIES ELEMENT

COMMUNITY FACILITIES PURPOSE STATEMENT

The Community Facilities Element provides direction for developing basic infrastructure and amenities that will add to the quality of life of Community members.

COMMUNITY FACILITIES ELEMENT OVERVIEW

The Community provides community services and facilities, which include Health & Human Services, Public Safety, Education & Employment, Public Works (Utilities), and Recreation. The Community offers many services including community health, social support, youth services, and senior citizen services.



RECREATION

The Community Recreation Department provides recreational services including regional tournaments of volleyball, basketball, baseball, and softball. In addition, the Community allows fishing, picnicking, camping, and tubing along the Verde and Salt Rivers.

POLICE

The Community's police department has three building locations. These are the main station, the small district station at Indian Bend, and the district station in Lehi. There are over 100 sworn officers in the Community. The demand for services is allocated on a beat system for its sworn personnel. In addition to these three facilities, there is also a substation for traffic control and a communications building.

FIRE

The Community's fire department provides both fire suppression and emergency medical services. Although there are service charges for ambulance service, these do not cover the capital costs. The fire department also conducts inspections (for which there is no charge by the Community). There are three fire stations in the Community, with a fourth station coming soon. There is a variety of equipment located at the stations, including three engines, three ambulances, a ladder truck, and several other pieces of equipment.

As is typical in most communities, calls for emergency medical services constitute approximately three-quarters of all calls to the fire department.

EDUCATION

Education on the Salt River Indian Community ranges from early childhood programs through higher education opportunities from nearby state universities and local community colleges, including the Scottsdale Community College located within the SRPMIC.



TELECOMMUNICATIONS

For many years, the Salt River Pima-Maricopa Indian Community (SRPMIC) had been frustrated with the poor telecommunications infrastructure and service inhibiting the quality of life and commercial growth of its community. In 1996, SRPMIC began to investigate the potential to provide better services than were available from the local Regional Bell Operating Company (RBOC). As a result of the Telecommunications Deregulation Act of 1996, on June 4, 1997, the SRPMIC Council created Saddleback Communications to improve and enhance business and residential telecommunications services on the Community. Saddleback Communications has partnered with Mountain Telecommunications, Inc. (MTI) to meet the telecommunications needs of the Community. The end result is two telecommunications organizations with tremendously powerful capabilities to provide carrier services to their respective customer base. SRPMIC/Saddleback Communications has an exclusive right to provide a wide range of telecommunications services on the Salt River Pima-Maricopa Indian Community, as well as an extremely competitive commercial telephone system sales and service operation serving businesses in the State of Arizona. MTI is licensed as a CLEC in the State of Arizona with one of the few licenses that cover the entire state.

GOALS AND POLICIES

RECREATION

Goal 9.1 To provide adequate parks and recreation facilities for Community residents.

- 9.1.1 Preserve areas designated on the Land Use Map for parks and recreation facilities.
- 9.1.2 Develop or designate a systematic funding source for parks and recreation facility development.

ACTIONS/IMPLEMENTATION MEASURES

- IM 67. Develop a comprehensive Parks and Recreation Master Plan for the Community.

HEALTH CARE

Goal 9.2 To ensure that Community members have access to high quality health care facilities and services.

- 9.2.1 Promote the development of a full service hospital for the Community.
- 9.2.2 Support the provision of health care services to serve Community residents, including clinics and mobile services.
- 9.2.3 Ensure systematic funding sources for health care services facilities.

COMMUNITY PUBLIC FACILITIES

Goal 9.3 To ensure that Community government facilities and services keep pace with demand.

- 9.3.1 Promote the development of a full service community center in Salt River.
- 9.3.2 Support the ongoing expansion, renovation, and replacement of the Community's governmental buildings, as necessary.
- 9.3.3 All occupied new public facilities over 10,000 square feet should be LEED certified or certified by a similar energy efficiency program.

ACTIONS/IMPLEMENTATION MEASURES

- IM 68. Develop a full service community center in Salt River.
- IM 69. Develop a facilities plan to expand/renovate/replace governmental buildings.
- IM 70. Develop a public safety master plan that outlines needs for future police facilities, court buildings, fire stations, and correctional and educational facilities.

TELECOMMUNICATIONS

Goal 9.4 Improve telecommunications and Internet communications systems.

- 9.4.1 Continue to support efforts to provide telecommunications services to Community residents, including both phone and Internet service.

ENERGY

Goal 9.5 To improve the energy resources of the Community.

- 9.5.1 Research and look for ways to develop alternative sources of energy to serve development within the Community for the future.
- 9.5.2 Continue to work with Southwest Gas for provision of natural gas utilities in the Community.

ACTIONS/IMPLEMENTATION MEASURES

- IM 71. Work with partner agencies to improve energy resources, including development of alternative energy sources.
- IM 72. Prepare a comprehensive energy audit of the Community.
- IM 73. Coordinate with SRP to develop additional electric substations and distribution systems.
- IM 74. Develop alternative energy options for the future

EDUCATION

Goal 9.6 To support the continued expansion and improvement of educational opportunities within the Community.

- 9.6.1 Support the provision of education facilities to provide high-quality programs.
- 9.6.2 Plan for education facilities to meet the future needs of a growing Community population.
- 9.6.3 Provide long-term evaluation of educational facilities for upgrades to meet the needs of changing community population.
- 9.6.4 As the Community's student population continues to grow, review and investigate placement of new school facilities where the need exists, such as Lehi.

ACTIONS/IMPLEMENTATION MEASURES

- IM 75. Update the Community's Master Education Plan.



10. ECONOMIC DEVELOPMENT ELEMENT



10. ECONOMIC DEVELOPMENT ELEMENT

ECONOMIC DEVELOPMENT PURPOSE STATEMENT

The Economic Development Element provides general direction for initiatives to expand the Community's economy by encouraging sustainable development and to raise the standard of living for members.

ECONOMIC DEVELOPMENT ELEMENT OVERVIEW

The largest employment sector in the SRPMIC includes arts, entertainment, recreation, accommodation, and food service; these industries employ 18.6 percent of the workforce and their size reflects the central role of the casinos in providing employment. In other industries, the workforce of SRPMIC is employed most heavily in education, health, and social services (16.9 percent); public administration (14.4 percent); retail trade (9.5 percent); and construction (9.2 percent).

Commercial and industrial uses typically have been identified along the Pima Freeway (State Route 101) and other major transportation corridors. These areas are viewed as potential economic assets to the Community, as their development potential could translate into substantial revenue generation and employment. However, the Community outside of these corridors is more focused on local services and businesses and the agricultural sector.

GOALS AND POLICIES

ECONOMIC DEVELOPMENT PLANNING

- Goal 10.1 To balance economic development in the Community with the cultural, economic, and environmental well-being of the Community.**
- 10.1.1 Foster economic diversification that increases revenues and promotes industries that are vital to the Community.
 - 10.1.2 Balance the desire to generate the highest possible return for landowners with cultural, economic, and environmental sustainability.
 - 10.1.3 Emphasize opportunities to generate revenue that would be used to improve services and provide job opportunities within the Community.

ACTIONS/IMPLEMENTATION MEASURES

- IM 76. Develop a strategic economic development plan.
- IM 77. Conduct analysis to support economic decision-making.
- IM 78. Explore the creation of other enterprises that build on Community assets, such as agriculture (see Agricultural Development Element), green (environmentally friendly) development, tourism, or recreation.
- IM 79. Explore tax implications of different commercial land uses.

- IM 80. Encourage businesses that are committed to the principles of sustainability to locate in the Pima Corridor.

DEVELOPMENT

Goal 10.2 To encourage sustainable economic development.

- 10.2.1 Encourage the development of diverse economic opportunities within the Community.
- 10.2.2 Increase the economic self-sufficiency and self-governance of the Community.

ACTIONS/IMPLEMENTATION MEASURES

- IM 81. Pursue impact fee initiative and establish capital improvements program or revenue distribution plan for economic development infrastructure.
- IM 82. Recruit desired businesses.

COMMUNITY ECONOMIC DEVELOPMENT

Goal 10.3 To encourage the development of diverse economic opportunities within the Community.

- 10.3.1 Support Community member business development, expansion and sustainability.
- 10.3.2 Provide savings, lending, coaching and other options to support Community Member owned business development.
- 10.3.3 Work with members, allottees, and developers to develop economically viable commercial projects for lease income and benefits to the Community such as tax revenues, jobs and business opportunities.
- 10.3.4 Promote college education as a means of expanding employment opportunities for Community members and enhancing the attractiveness of the Community as a location for businesses that rely on a college educated workforce.

ACTIONS/IMPLEMENTATION MEASURES

- IM 83. Expand services and opportunities for Community Member owned businesses through the Salt River financial Services Institution to include classes, individual coaching, lending and savings programs.
- IM 84. Work with member and non-member business to determine if assistance is necessary for business expansion.

Goal 10.4 Create and expand businesses to create benefits for the Community.

- 10.4.1 Support the development of local services in developed and growing areas within the Community, including People's Village.



11. GENERAL PLAN ADMINISTRATION



11. GENERAL PLAN ADMINISTRATION

The SRPMIC General Plan is a **general** expression of the Community's vision and is focused on "*Planning for Generations.*" The General Plan should be used as a policy guide for the Community Council, SRPMIC Staff, Community Members, landowners, and developers. As a policy document, the General Plan will be used when reviewing and making decisions about development projects within the Community. All proposals will be reviewed to ensure that they are "compatible" with the Plan's vision, goals, and policies as well as with the Land Use Map (Figure 1-1 on page 21).

It is important to note that the nature of planning must recognize the ever-evolving nature of the environment and Community Members' desires. Therefore, the General Plan should be reviewed and updated regularly to reflect desired changes. But it is important that the Plan's focus on the "Planning for Future Generations" is not compromised by the demands of current development trends.

GENERAL PLAN CONSISTENCY DEFINED

The following is a list of criteria for determining if a proposal is consistent with the SRPMIC General Plan.

- Directly mirrors the Land Use Plan;
- Reflects the Community's adopted vision;
- Addresses the Plan's goals;
- Proposal considers the long-term sustainability that fits within the "Planning for Generations" ideal; and
- Would be supported by Community Members.

GENERAL PLAN AMENDMENTS

Frequent changes to the General Plan are ill-advised. There will, however, be cases where the policy content of the Plan is determined to be outdated or inconsistent with the evolving needs of the Community. In such cases, the General Plan may need to be amended. Since considerable Community involvement contributed to the creation of the General Plan, any and all major updates to the Plan should be accompanied by opportunities for Community involvement. The review process for amendments would also include a public hearing before the Land Management Board, which would provide a recommendation to the Community Council for Council consideration. The Community Council would then conduct a public hearing prior to taking final action.

ANNUAL GENERAL PLAN REPORT

The SRPMIC Community Development Department is responsible for developing an annual report that documents any General Plan changes and the plan's status. Any problem areas, suggested updates, and an implementation report will be forwarded to the Land Management Board and Community Council.

COMPREHENSIVE GENERAL PLAN REVIEW

A formal General Plan Review will occur five years after the General Plan is approved. The General Plan Review is an opportunity to make changes to the plan by evaluating the success of the General Plan in meeting its goals and objectives. Changes to the General Plan and maps should be expected, as the Land Development, Community Council, and Community Development Staff will be monitoring land use information and issues throughout the life of the Plan. Land use planning is a continuing cycle where up-to-date information and issues are considered in the process on an on-going basis.



APPENDIX A
IMPLEMENTATION MEASURES



APPENDIX A: IMPLEMENTATION MEASURES

- IM 1. Update the Community's Zoning Ordinance to ensure consistency with the General Plan.
- IM 2. Enhance the Community Capital Improvements Plan (CIP) to identify needed infrastructure and facilities improvements and potential funding sources and programs and establish an implementation time-line.
- IM 3. Prepare and maintain an up-to-date land use inventory using the Community's GIS.
- IM 4. Continue to survey new land purchases to maintain an up-to-date understanding of the Community boundaries and respond to specific encroachment concerns along the Community boundaries.
- IM 5. Develop a strategy for prioritization of purchases of allotted land from willing landowners.
- IM 6. Develop an area plan for People's Village.
- IM 7. Develop a Master Plan for the Salt River corridor area.
- IM 8. Adopt and maintain preservation regulations to govern land uses in areas designated as preserves and other culturally and environmentally sensitive areas. This should include consideration of appropriate levels of access to the Community's preserve areas.
- IM 9. Develop buffering standards for commercial, industrial, and retail developments to ensure compatibility with adjacent development and open space areas.
- IM 10. Update the Community's Development and Design Guidelines and design review procedures.
- IM 11. Prepare informational material that describes the Community's culturally-based design expectations to prospective developers.
- IM 12. Establish a Green Building Program within the Community government to provide guidance to the development community concerning sustainable design.
- IM 13. Prepare and adopt lighting standards that address safety, security, and light pollution, including "dark sky" provisions for appropriate areas of the Community.
- IM 14. Organize and manage a Community-based group to initiate and monitor sustainability programs and regulations and to assist in educating Community members concerning such programs and regulations.
- IM 15. Study roadway design and traffic control strategies for mitigating cut-through traffic in the Community.
- IM 16. Continue to coordinate with adjacent communities and the Maricopa Association of Governments to ensure safe and efficient roadway linkages and to ensure that SRPMIC benefits from its fair share of regional roadway funding.
- IM 17. Adopt uniform guidelines for the placement of traffic control devices in conjunction with the implementation of the roadway classification and roadway design standards in the Circulation Map and Policies.
- IM 18. Identify methods for traffic calming on a neighborhood basis. This should include an assessment of various techniques, development

- guidelines, cost sharing, and administrative processes for considering installation of individual devices.
- IM 19. Maintain an inventory of traffic counts for Major Arterial, Minor Arterial, and Collector roadways. This inventory will assist the Community in monitoring the performance of the roadway network, including tracking levels of service (LOS).
 - IM 20. Review the current process for acquiring and managing rights-of-way (ROW) to provide direction on securing, utilization, and provision of ROW as needed. Based on this review, develop policies and regulations for effective ROW management.
 - IM 21. Develop a transit master plan for the Community.
 - IM 22. Work with the Regional Public Transportation Authority (RPTA) and adjacent jurisdictions to determine the demand for and feasibility of establishing additional transit service.
 - IM 23. Work with the casinos to provide transit services to casino employees and patrons.
 - IM 24. Create a trails master plan to connect activity areas for pedestrians, bicyclists, and equestrians within the Community.
 - IM 25. Develop strategies to address residential development obstacles associated with fractionalized land ownership in the Community.
 - IM 26. Encourage the development of neighborhood plans for allotments that will allow for an efficient and safe development pattern
 - IM 27. Develop an education program and public service announcement to help homebuyers purchase safe and well-conditioned homes, particularly mobilehomes.
 - IM 28. Develop a housing rehabilitation and preservation strategy that includes a menu of financing vehicles for housing rehabilitation and home improvements and an incentive program for housing rehabilitation for Community members.
 - IM 29. Develop a code enforcement program that identifies properties in need of repair before they are no longer viable for rehabilitation.
 - IM 30. Develop an Integrated Resource Management Plan.
 - IM 31. Identify the resources and coordination necessary for the Rangers' program to include enforcement in environmentally and culturally sensitive lands.
 - IM 32. Coordinate with sand and gravel mining interests to restore degraded ecosystems within the Salt River.
 - IM 33. Require reclamation plans for all natural resource extraction sites.
 - IM 34. Investigate opportunities to secure a master lease on all sand and gravel excavation and production sites in the Community.
 - IM 35. Identify recharge areas and limit the type of development in those areas.
 - IM 36. Identify priority areas along the Verde River for restoration.
 - IM 37. Manage recreation and traditional uses that might affect the Verde River ecosystem through an adaptive management approach.
 - IM 38. Develop a wellhead protection program.
 - IM 39. Provide for annual sampling of river water to measure contaminants and report results to the Community.
 - IM 40. Incorporate indigenous plant lists into the Community's Development and Design Guidelines.

- IM 41. Establish a recycling program for Tribal government and all enterprises.
- IM 42. Continue enforcement of the Community's illegal dumping ordinance.
- IM 43. Develop an ambient air quality regulatory program.
- IM 44. Develop and impose restrictions on burning refuse.
- IM 45. Update the Community's Antiquities Ordinance.
- IM 46. Identify and maintain a limited-access inventory of all historic properties and archaeological sites within the Community.
- IM 47. Establish Community-based criteria for identification of historic buildings, structures, districts, and sites.
- IM 48. Assess and evaluate historic buildings, structures, districts, and archaeological sites to determine their eligibility for inclusion on the National Register for Historic Places.
- IM 49. Review all construction proposals to assess the potential impact on historic properties and archaeological sites
- IM 50. Include cultural awareness training in all pre-construction meetings.
- IM 51. Advise the Community Council on all matters relating to historic properties and/or archaeological sites.
- IM 52. Develop a restoration program for historic structures and include projects in the Community Capital Improvements Plan.
- IM 53. Develop plant salvage requirements.
- IM 54. Inventory all active agricultural lands and current ownership.
- IM 55. Continue to expand the Community Garden initiative.
- IM 56. Contact landowners who have agricultural land not in use to determine the viability of reintroducing agricultural activities.
- IM 57. Determine the availability of additional water resources to support expanded agricultural activities.
- IM 58. Create alliances with organization such as USDA, the University of Arizona Extension Service, and other organizations to create plans for the transition to sustainable agricultural practices.
- IM 59. Explore crops that better utilize water.
- IM 60. Develop an analysis to determine viability of alternative crops and traditional crops.
- IM 61. Develop a Community co-op/farmer's market where Community members and local farmers can sell goods.
- IM 62. Develop a strategic plan to develop agribusiness opportunities and alternative profit centers.
- IM 63. Periodically review and update the Community's Water Master Plan.
- IM 64. Periodically review and update the Community's Sewer Master Plan.
- IM 65. Develop Comprehensive Stormwater Master Plan
- IM 66. Update the Community's development fee structure to ensure infrastructure costs are equitably allocated.
- IM 67. Develop a comprehensive Parks and Recreation Master Plan for the Community.
- IM 68. Develop a full service community center in Salt River.
- IM 69. Develop a facilities plan to expand/renovate/replace governmental buildings.
- IM 70. Develop a public safety master plan that outlines needs for future police facilities, court buildings, fire stations, and correctional and educational facilities.

- IM 71. Work with partner agencies to improve energy resources, including development of alternative energy sources.
- IM 72. Prepare a comprehensive energy audit of the Community.
- IM 73. Coordinate with SRP to develop additional electric substations and distribution systems.
- IM 74. Develop alternative energy options for the future
- IM 75. Update the Community's Master Education Plan.
- IM 76. Develop a strategic economic development plan.
- IM 77. Conduct analysis to support economic decision-making.
- IM 78. Explore the creation of other enterprises that build on Community assets, such as agriculture (see Agricultural Development Element), green (environmentally friendly) development, tourism, or recreation.
- IM 79. Explore tax implications of different commercial land uses.
- IM 80. Encourage businesses that are committed to the principles of sustainability to locate in the Pima Corridor.
- IM 81. Pursue impact fee initiative and establish capital improvements program or revenue distribution plan for economic development infrastructure.
- IM 82. Recruit desired businesses.
- IM 83. Expand services and opportunities for Community Member owned businesses through the Salt River financial Services Institution to include classes, individual coaching, lending and savings programs.
- IM 84. Work with member and non-member business to determine if assistance is necessary for business expansion.



APPENDIX B
COMMERCIAL CORRIDOR VISION



APPENDIX B: COMMERCIAL CORRIDOR VISION

(The following is an excerpt from "The Vision: A Statement of Community Goals based on District Meetings for the Commercial Corridor Area Plan," which was prepared in 1991. It has not been revised from its original version.)

THE VISION FOR THE COMMUNITY

Vision for a community is a mental picture of the future created by anticipating or conceiving important, desired community characteristics. This mental picture is imaginative in that it envisions conditions that do not currently exist. It anticipates the results of numerous future events and actions.

The Vision is practical in that it requires specific action to be carried out and must have continuing support by Community leaders. This will occur only if the Vision reinforces Community values and can be sustained over a long period of time.

The Vision Statement for the Salt River Pima-Maricopa Indian Community provides guidance for the scope and thrust of the Commercial Corridor Area. It will continue to have a unifying effect on planning and development in the area. If well-administered, it will serve as a basis for attracting and maintaining the desired quality of life for the Community.

HOW THE VISION WAS DEVELOPED

This document was developed with the belief that the formation of new visions begins with asking questions about desired outcomes. A public participation strategy to help define the Vision was established in Spring 1991 by President Makil, the Land Board, and members of the Community Development Department staff.

This Vision Statement was developed on the basis of public comment at a series of District Meetings convened by Community Council members. The meetings took place over the period from June 27 to July 30, 1991. Notices of the meetings and their purpose were sent to residents of the individual Districts by their Council members.

Attendance at each of the District meetings ranged from eight to 15 persons. The meetings were structured to give residents an opportunity to speak freely about their Community and its future. Each meeting began with the group defining the meaning of "community," an exercise that involved storytelling about important events of the past. The groups then focused on important elements of the present Community that should be preserved for future generations. Finally, participants were asked to describe their vision of the Community of the future.

Comments from the District Meetings are included in the Appendix of this document. The "Group Memory" records of these meetings served to guide the preparation of this Vision Statement. Common themes across the meetings are presented as integral elements of the Vision of the Salt River Pima-Maricopa Indian Community.

COMPONENTS OF THE VISION

There are many ways to visualize a community. This Vision Statement focuses on

1. the physical place;
2. the economic system;
3. the environmental system;
4. the society;
5. the government and
6. the symbols.

Some of these dimensions of Vision dominate our attention, but all of them are important. The Vision for the Salt River Pima-Maricopa Indian Community contains all of these parts, even though the Commercial Corridor Area Plan is primarily physical in its focus. Thus, a very broad vision is one major source of direction for the Commercial Corridor. It is important to remember that this Vision is for the entire planning area, but is reflected in different ways for specific areas of the Community.

While the Salt River Pima-Maricopa Indian Community is viewed as one community, its physical structure divides it into two specific areas of settlement: the Salt River area and the Lehi area. The Commercial Corridor Area Plan will reflect the unique needs and visions of these two areas.

The idea of a "Sustainable Community" is the single expression of the long term goal upon which the Vision of the Community is based. This means that steps must be taken to ensure that the Community will prosper in all dimensions of its Vision. For example, it will retain and protect the natural environmental features so that they will not be degraded, but rather, become a permanent and highly valued part of the living environment. The significant economic, social, political, and environmental pressures felt by the Community today will certainly be more challenging in the future. One of the values of the Corridor Plan is its usefulness in helping the Community to contend with those changes.

In the process of developing the Vision Statement with citizens and tribal leaders, goals for each dimension of the Community express desired future conditions. Individually, these goals represent a priority that must be achieved in the Plan. Taken together, they define a "Sustainable Community."

This Vision Statement builds on these goals and translates them into statements of intent, indicating for users of the Plan how the goals are to be interpreted and how they have influenced the Plan.

1. THE COMMUNITY AS A SOCIETY

This aspect of the Community addresses people, culture, and values. It includes the vocational, educational, cultural, and recreational activities in which they engage. It also considers the institutions that they establish and the relationships that they experience.

Intent as a Society

At the time of plan formulation, the social fabric is primarily rural and agricultural. It is a society which places emphasis on hard work, community responsibilities, and the value of history. Those values are strongly reflected in the ideas motivating the Plan. The challenge is to accomplish the transition that will take place during Commercial Corridor development. The Plan envisions a Community in which:

- Institutions anticipate the needs of residents for cultural, civic, educational, recreational, and religious involvement. The land use regulations and requirements are expected to provide for spaces to accommodate all of these needs.
- The affordability, availability, and maintenance of housing units will be provided. This means that tribal housing for singles and large families will be included in the dwelling mix.
- A variety of approaches will be initiated and conducted in order to enhance Community identity. This involves important design elements in the land use programs. It also includes an active program by all builders to sponsor community programs which contribute to Community identity.
- A support structure will be established and maintained to provide for those with special needs, including mentally and physically handicapped, working single parents, troubled families, youth, elderly, and the unemployed. This does not mean costly welfare programs to subsidize unproductive living patterns. Instead, it means providing the physical facilities (day care centers and transitional housing facilities, for example) in community development plans and the integration of programs into institutions serving the Community.

2. THE COMMUNITY AS A PHYSICAL PLACE

This aspect of the Community is shaped by the physical setting in which it is located and is defined by the way it functions and appears physically. Major ingredients include topography, patterns of development variety, intensity and mix of uses, pattern and quality of open space, coherence of development patterns, the quality of human-made features, and the physical distinctiveness of the area.

Physical Development Intent

The planning area is largely in agriculture and related uses or is undeveloped. In contrast to adjacent suburban development in Scottsdale and Mesa, this plan envisions a development in which:

- Future growth is sensitive to the cultural values and heritage of the people. Sensitivity will be reflected not only in the physical appearance of the built environment, but also in the types of uses. Of particular importance to residents are those support businesses that are pertinent to Community life and self-sufficiency: grocery stores, pharmacies, and clothing stores. Residents feel strongly that certain uses that might encourage violent or abusive behavior must be prohibited.
- The unique character of the people will be evident in the built environment. Building styles, textures, colors, and Community symbols

will play a role in setting the area apart from its neighbors. Residents of the Community have a strong pride in their history and achievements. Understandably, they want visitors to know when they enter Community boundaries.

- Business and commercial enterprises will be welcome, if they protect the rural lifestyle of the area's residents. Provisions will be made to develop commercial corridors in a manner that provides a buffer to the interior. Residents will have the opportunity to circulate freely from the interior to the corridors, but visitors will have limited access to the Community.
- Architectural styles and building components will reflect a consistent theme while maintaining opportunities for design creativity. Community residents express a strong desire for individual developments to appear as part of a whole, rather than competing elements.
- Building materials, colors, textures, and heights will respect the history of the people and the natural setting. Public comment strongly favors earth-tone hues for buildings, stucco or block textures, and two story maximum building heights.
- Landscaping will be composed of native plants, especially those of importance to tribal culture. Significant stands of cottonwood, mesquite, palo verde, and Saguaro will be preserved. Landscaping will be drought-tolerant, respecting the sanctity of water in the Community.
- New development will respect the habitats of area wildlife. Populations of existing wildlife will be protected and provided with the necessary environment to prosper, particularly with the Red Mountain Preserve Area.

3. THE COMMUNITY AS AN ECONOMIC SYSTEM

This dimension of the Community has to do with its flow of private capital and financial investment in the form of cash, credit, land leases, land improvements, and sustainable employment and business activities of all kinds. It includes the amount of capital flowing through the Community (in and out) as well as within it. An important dimension of the economic character of the Community is the ability to provide a diversity of work opportunities for its residents.

Economic Development Intent

The commercial corridors are currently predominated by an agricultural economy. The possibility of that remaining the case indefinitely is considered remote by most observers, whether or not a comprehensive planning program is adopted to guide the transition to community development. In contrast to nearby suburban areas, this economic development strategy respects and sustains agriculture as the transition occurs, leading eventually to a limited and defined agricultural preserve. The intent is to achieve an economy in which:

- Financial opportunities will be made available to generate individual and tribal-owned businesses, as well as non-Community concerns. Residents believe that tribal businesses will most likely provide the types of employment and services that will be beneficial to Community members.
- Economic activities and employment opportunities reflect the cultural heritage and values of tribal members. These opportunities should

- provide a complete range of job types and wage/salary scales, including full and part-time jobs, and on-the-job training programs.
- Agriculture remains a long-term, though smaller, part of the economy, with a focus on sustainable, high value crops, such as organically grown foods for local consumption.
 - New enterprises are welcomed as Community assets, with ample opportunity by virtue of non-conventional land use regulations, for incubator businesses to thrive.
 - The Community educational system is maintained and expanded, with an emphasis on practical educational programs for the job mix required to serve the Community. A full range of adult education, tribal education, special education, vocational/technical education, and college level facilities and programs are to be provided, all aimed at responding to the diverse and changing needs of the Community over time. Vocational and college preparatory programs will be offered.
 - Business and industry are treated as an extension of the Community educational system, with business and labor involvement in helping to shape educational priorities and programs. Extensive use of business resource persons supplement the normal educational programs. The thrust of this approach is to establish and maintain a quality work force in the Community which will prefer to work in the area.
 - A complete range of housing types and costs is provided near employment places, including affordable housing units. The range shall include all types of dwelling units, such as rental, ownership, single-room occupancy, and other forms of housing required to make living in the Community affordable and safe.

4. THE COMMUNITY AS AN ENVIRONMENTAL SYSTEM

This perspective considers the combination of natural and human-made features as an interactive system. This includes such ingredients as air quality, water quality, flood protection, environmentally sensitive resources, plant and animal life, and the degree to which system balance is maintained or lost. Diversity and balance within the total system define its quality and provide the resilience to respond to changes.

Environmental System Intent

The Community is currently part of an environment that has been substantially modified by humans for purposes of agriculture, sand and gravel extraction, and the landfill. The area does provide significant wildlife habitat values incidental to the modifications made. The Plan seeks to 1) preserve and create sustainable natural environmental resources; 2) Create and preserve quality development, and 3) integrate the two so that they can reinforce each other and work together, rather than at cross-purposes. The intent is to achieve a total environmental system in which:

- Natural and human systems are compatible and mutually reinforcing so that their preservation is a logical outcome of Plan implementation. The natural environmental features are viewed as irreplaceable Community resources with economic value attributable to all development, and appropriately paid for equitably by all interests. The key ideal is to design

- and manage the natural and human-made environment so that its preservation and renewal is a matter of course.
- The essential protection from flooding is accomplished by a system of flood control improvements and financing mechanisms which protect life and property. This is to be accomplished so that flood control facilities are used for multiple purposes to the maximum extent possible-including flood protection, natural habitat, recreation, visual resource and water management.
 - Air and water quality are high priorities in the design and operation of Community improvements. This requires building individual and community-wide responsibilities into fabric of community development and governmental institutions.
 - Substantial areas for natural habitat are permanently set aside and preserved as a Community resource. This is a conscious part of the planning and development process from the first increment of development onward. Preserve areas will include Red Mountain area, Monkey Mountain, and the Salt River bottom and riparian areas.
 - The total environment, including natural and human components, will consist of diversity in type and scale of use that is not found in neighboring suburban areas. Community residents and employees will experience natural and managed habitats; passive and active open spaces; moderate urban and semi-rural development; and vehicular, pedestrian, and equestrian movement. The result is to achieve a community environment that is both natural and human-made.
 - Natural resources and their preservation: are given high priority in the Community. This includes management, restoration, enhancement (where necessary), maintenance and operations. The Red Mountain area, for example, will provide a full range of visitor amenities, management activity, and preservation projects. Exemplary programs of habitat preservation are expected.

5. THE COMMUNITY AS A GOVERNMENTAL OPERATION

The governmental facet of the Community is responsible for many functions and is at the will of the people. The perception of the Community is shaped by the tribal government because it is the "official" manifestation of the Community. This dimension includes such functional concerns as: public revenues; budgeting, asset management; service levels; policy making; provision of public facilities; relationships with other governments; leadership; and responsiveness to the citizenry.

Governmental Intent

Development pressure, primarily within the Community's commercial corridors suggests that the governance provided to oversee planning and development will be extremely challenging. Considerable thought needs to be given to the governmental structure of the Community prior to heightened development pressure. This involves a process of taking the lessons of the present into the future to invent a structure that is capable of responding to the demands. The vision for governance is one in which:

- The management, proper use, and development of the allotted lands, natural resources, and other public property of the Salt River Pima-Maricopa Indian Community and the regulation of the use and disposition of allotted lands is prudently accomplished at the appropriate governmental level. This will require a careful fulfillment of responsibilities by the Land Board and Community Council.
- Financing methods will achieve improvement according to the needs of each increment of new development.
- Establishment of levels of service which are at the highest possible level. Of particular importance is the level of educational services.
- Mechanisms are provided to insure that citizen concerns are responsively addressed.
- An appointed Design Review Committee is established to help manage the design intents of land use policies.

6. THE COMMUNITY AS A SYMBOL

In a sense, this is the sum of all of the other dimensions of the Community rolled into a relatively simple representation of what people think about the place they live. It is a measure of pride and commitment; a belief that this is a special place. It also includes a strong measure of reputation; how the Community is perceived by those who don't live or work there. To a degree, the Community as a symbol reflects its function in the region. The symbol of the Community can be a powerful force in stimulating leadership and support for Community achievement. It can be aided, but not created, solely by physical improvements that are consistent with a desired image

Intent as a Symbol

To the outsider, the Salt River Pima-Maricopa Indian Community is probably most symbolized by farmland. Within the Community, Red Mountain has great symbolic meaning. As conceived by this Plan, the Community will be viewed as a new standard for quality, sustainable development. A model in which the mistakes of neighboring towns are avoided as development occurs, not afterward. It will symbolize a more comprehensively conceived quality of life than is typically accomplished. The Plan envisions a Community in which:

- The citizens are proud of their Community because of 1) its unique qualities, 2) the challenge of participating in a precedent-setting community building endeavor; 3) the fact that difficult issues are being addressed; and 4) its leadership, which responds to new realities in a way that protects the unique qualities of the Community, while helping it to meet today's challenges.
- New ways of solving problems and marketing opportunities are readily embraced. This attitude extends to such Community features as: quality design guidelines, phasing of development, and ways of integrating natural and human-made environments.
- People wish to remain in the Community because they like what is going on and they have a hope for a quality of life superior to that available elsewhere. That does not mean an easy life; the scope of the undertaking is too challenging for that. The desire to remain as a resident is enhanced

by the continuing spirit of community that prevails through activities as well as physical development.

- The members of the Community are actively involved in shaping their future. This means that the Plan is merely a foundation upon which others will build. That is why the Community's Vision is so important. The details of the Plan may vary and change as a result of the efforts of future generations. The essence of the Vision and its values, however, must be preserved through future Plan interpretations. This is the heart of the Plan's integrity.
- Community improvements will reinforce the positive images associated with the people's stated values. The policies, design and architectural guidelines, and subsequent land use regulations are all expected to conform to the main themes of this Vision.
- A sense of history and long-standing Community values will be preserved. Tools to accomplish this goal include local monumentation and signage programs. The most fundamental opportunities lie within the educational system. Long time residents, for example, could be used as resources for elementary teachers to teach native languages and crafts. The intent is to reinforce a sense of the continuity of Community, even though this form will change through time.

EPILOGUE

This Vision Statement comes at the end of a long and sometimes difficult process. But it is not the end. It is a point of recognizing the past, understanding the present, and building a foundation of hope for the future.